



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Agenda and Meeting Materials
September 12-13, 2012

Cohen Center Ballroom
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

ACTIVITIES
BOARD OF GOVERNORS MEETINGS

Cohen Center Ballroom
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
September 12-13, 2012

By Telephone Conference Call
Dial-in Number: 888-670-3525; Participant Code: 4122150353#

Wednesday, September 12, 2012

- 9:30 a.m. – 12:30 a.m. **SUS Facilities Task Force**
Chair: Dr. Judy Bense
Members: Barbar, Bachelor, Bradley, Cole, Donaudy, Fajack,
J. Long, M. Long, Owen, Robinson, Rosenberg
- 12:30 p.m. **Lunch will be provided**
- 2:00 – 3:30 p.m. **Strategic Planning Committee**.....9
Chair: Mr. John Rood; Mr. Joseph Caruncho
Members: Chopra, Colson, Frost, Perez, Webster
- 3:30 - 4:30 p.m. **Academic and Student Affairs Committee**21
Chair: Mr. Norm Tripp; Vice Chair: Ms. Patricia Frost
Members: Carter, Caruncho, Chopra, Kuntz, Stavros, Whatley
- 5:00 p.m. **Welcome Reception**

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Thursday, September 13, 2012

8:30 – 9:30 a.m.	Facilities Committee	101
	Chair: Mr. Dick Beard; Vice Chair: Mr. John Temple	
	Members: Carter, Caruncho, Chopra, Perez, Stavros	
9:30 – 11:30 a.m.	Budget and Finance Committee	133
	Chair: Mr. Tico Perez; Vice Chair: Mr. Tom Kuntz	
	Members: Beard, Colson, Parker, Rood, Temple, Tripp, Webster, Whatley	
11:30 a.m. - 12:30 p.m.	Lunch will be provided	
12:30 - 2:30 p.m.	Board of Governors - Regular Meeting	319
	Chair: Mr. Dean Colson; Vice Chair: Mr. Mori Hosseini	
	All Board members	

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

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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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SYSTEM
of FLORIDA
Board of Governors

AGENDA
Strategic Planning Committee
Cohen Center Ballroom
Florida Gulf Coast University
Ft. Myers, Florida
September 12, 2012
2:00 p.m. – 3:30 p.m.

Chair: John Rood; Vice Chair: Joseph Caruncho
Members: Chopra, Colson, Frost, Perez, Webster

1. **Call to Order and Opening Remarks** **Governor Joseph Caruncho**
2. **Approval of June 19-20, 2012 Committee Meeting Minutes** **Governor Caruncho**
3. **Further Consideration of University Work Plans** **Governor Caruncho**
 - a. Systemwide Issues
 - b. Individual Institution Issues
for Work Plan Out-years
 - c. FAMU Plan Regarding Retention, Graduation,
and Student Debt **FAMU Representatives**
4. **Next Steps and Closing Remarks** **Governor Caruncho**

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2012**

SUBJECT: Approval of Minutes of Meeting held on June 19-20, 2012

PROPOSED COMMITTEE ACTION

Approval of minutes of the Committee's meeting held on June 19-20, 2012 at the University of Central Florida, Orlando.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not Applicable

BACKGROUND INFORMATION

Committee members will review and approve minutes for the meeting held on June 19-20, 2012 at the University of Central Florida.

Supporting Documentation Included: Minutes: June 19-20, 2012

Facilitators/Presenters: Governor Caruncho

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
June 19-20, 2012

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

Governor John Rood, Chair, convened the meeting of the Strategic Planning Committee at 8:48 a.m. Members present were Dean Colson; Joe Caruncho; Tico Perez; Rick Yost; and, via telephone, Patricia Frost.

1. Call to Order and Opening Remarks

Governor Rood called the meeting to order.

2. Approval of Minutes from January 18, 2012

A motion was made that the Committee approve the minutes of meetings held March 22, 2012 and April 5, 2012 as presented. The motion was seconded, and the minutes were approved without objection.

3. Consideration of University 2012 Work Plans

Governor Rood asked staff to provide a brief presentation on the expectations for the Board's consideration of University 2012 Work Plans. Vice Chancellor Jan Ignash provided the presentation. The presentation included information as to how the meeting would progress, tools being made available to the Committee to facilitate its deliberations, and expected outcomes.

Following the presentations, University 2012 Work Plans were individually considered. The format for the Committee's consideration took the form of presentations by university representatives, a dialogue between university representatives and Board members, and formal consideration to approve that portion of each institution's Work Plan associated with the 2012-13 academic year. Presentations and discussion were conducted on the afternoon of June 19, 2012 and all day June 20, 2012. Each presentation and discussion took approximately one hour per institution.

Those portions of University 2012 Work Plans associated with the 2012-13 academic year were approved for the University of Florida, Florida State University, the University of South Florida, Florida Atlantic University, the University of West Florida, the University of Central Florida, Florida International University, the University of North Florida, Florida Gulf Coast University, and New College of Florida. That portion of Florida Agricultural and Mechanical University's 2012 Work Plan was approved contingent on the University's provision of a detailed plan at the Committee's September 2012 meeting for improving student retention, graduation rates, and student indebtedness.

4. Next Steps and Closing Remarks

Governor Rood concluded the meeting by emphasizing that issues raised during the Committee's deliberations associated with the out-years of the University Work Plans would be captured by staff and presented at the Committee's September 2012 meeting. These would take the form of issues that appeared to manifest across the State University System as well as issues specific to individual institutions. The identification of these issues would provide guidance for institutions as they submitted next year's version of University Work Plans.

Having no further business, the meeting was adjourned on June 20, 2012 at 5:00 p.m.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2012

SUBJECT: Further Consideration of University Work Plans

PROPOSED COMMITTEE ACTION

Provide universities with direction with regard to out-year portions of 2012-13 University Work Plans. Identify key system-wide issues as a result of Work Plan submissions. Consider Florida Agricultural and Mechanical University plan to increase retention and graduation rates, and to decrease student indebtedness.

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.

At its June 19-20, 2012 meeting, the Committee considered for approval those portions of 2012 University Work Plans associated with the 2012-13 academic year. In addition, the Committee identified issues associated with out-year portions of University Work Plans that need further attention in the submission of next year's University Work Plans.

As a result of University Work Plan presentations, dialogue, and deliberations, staff prepared a list of issues that appear to be impacting multiple institutions across the State University System. Staff was further directed to provide a list of issues that had been raised for each institution during the course of presentations, dialogue, and

deliberations. In addition, Florida Agricultural and Mechanical University was directed to submit a plan and to make a presentation at the Committee's September 2012 meeting with regard to its strategies for improving retention and graduation rates, and for reducing student debt.

State University System Key Issues

1. Improving retention and graduation rates. All but a few SUS institutions need to increase performance on these two key indicators, and all institutions need to articulate their plans for achieving aspirational goals, and identify the associated resources necessary to reach those goals.
2. Increasing STEM production. SUS Strategic Plan goals will not be realized at the current rate of degree production.
3. Reducing student debt. Several SUS institutions have high levels of student debt.
4. Academic Program duplication. Program duplication continues to be in evidence.
5. Excess hours. Per Board Regulation 7.003, all state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education will pay an excess hour fee, per the following schedule, for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled:
 - Entry prior to fall 2011: 50% of undergraduate tuition for each credit hour in excess of 120%
 - Entry in fall 2011: 100% percent of undergraduate tuition for each credit hour in excess of 115%
 - Entry in fall 2012: 100% of undergraduate tuition for each credit hour in excess of 110%

This policy, derived from Florida Statute, may have a significant impact on SUS students which could, in turn, impact enrollments, retention, and graduation rates.

Institution-specific Issues To Be Addressed In Future Work Plans

University of Central Florida

- Retention and Graduation
 - A plan to raise its graduation rates, and to close the gap between 4-year and 6-year graduation rates.
- Enrollment and Growth
 - A plan to address the high student-faculty ratio.
 - A definitive long-term enrollment plan to the year 2025, with determinations as to the levels and types of growth expected (undergraduate, graduate, e-learning) and the programmatic areas in which growth is expected.

- Stem Production
 - A plan to increase STEM degree productivity at all levels.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Public Health, a master's in Biomedical Engineering, a doctorate in Public Health, and a doctorate in Biomedical Engineering.

Florida International University

- Retention and Graduation
 - A plan to increase two-year transfer, four-year, and six-year graduation rates.
- STEM Production
 - A plan for increasing STEM degree production.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Anthropology, a bachelor's in Interdisciplinary Studies, a bachelor's in Biochemistry, a (graduate level) Physician Assistant program, a doctorate in Administration of Justice, a doctorate in Linguistics, a doctorate in Mathematical Science, and a doctorate in Pharmacy.

University of West Florida

- Retention and Graduation
 - A plan to improve two-year transfer, four-year, and six-year graduation rates as well as retention rates.
- Enrollment and Growth
 - A plan for maintaining quality while substantially increasing enrollments at the undergraduate (FTIC) level.
- STEM Production
 - A plan to increase STEM production.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Mechanical Engineering, a doctorate in Nursing Practice, and a doctorate in Physical Therapy.

Florida State University

- Resources
 - A plan for recruiting and retaining top-tier faculty, and ensuring that the University's research potential increases.

- Provision of timelines for invitation to the Association of American Universities, given scenarios of current, increased, and reduced funding.
- STEM Production
 - A plan for increasing STEM production.

University of Florida

- Research/Research Focus
 - A plan to address faculty hiring, with particular attention to hiring at appropriate levels in order to invest in building future research potential.
 - An identification of the strategic set of academic/research subdisciplines UF will target as priorities.

University of South Florida

- Resources/Research Focus
 - A plan and timeline associated with reaching AAU eligibility, given scenarios of current, increased, and reduced funding.
 - An identification of the most key areas of research at USF Tampa in which USF intends to invest resources.
- Retention and Graduation
 - A plan to increase graduation rates and to reduce the gap between four- and six-year graduation rates.
- Student Debt
 - A plan for reducing student debt.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Marine Science (St. Petersburg campus), a bachelor's in Biology (Sarasota Manatee campus), a master's in Diplomacy and Strategic Studies (Tampa campus), a graduate level Physician Assistant program (Tampa campus), a master's in Accountancy (St. Petersburg campus), a master's in Non-Profit Leadership and Management (St. Petersburg campus), an Education Specialist degree in Special Education and English as a Second Language (St. Petersburg campus), a master's in Social Science Education (Sarasota Manatee campus), a doctorate in Cell and Molecular Biology (Tampa campus), a doctorate in Integrative Biology (Tampa Campus), and a doctorate in Rehabilitation Sciences (Tampa campus).

Florida Atlantic University

- Mission
 - A plan to reconcile the University's performance on key performance indicators at the undergraduate level with its focus on graduate education and research.

- Research Focus
 - A plan for reaching the goal of doubling funded research in five years.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Environmental Education, a bachelor's in Environmental Engineering, a master's in Instructional Technology, a master's in Secondary Education, a master's in Educational Psychology, and a doctorate in Civil Engineering.

New College of Florida

- Retention
 - A plan for increasing retention rates.
- Resources
 - A plan for addressing facilities issues.
 - A plan for reaching New College's goal of a six-year \$60M endowment-raising campaign.
- Academic Programs
 - A plan for maintaining New College's national, faculty-intensive reputation in light of the budget reductions that impact faculty hires.

Florida Agricultural and Mechanical University

- Mission
 - A reprioritization of Work Plan Goals to reflect a commitment to improve undergraduate key performance indicators.
- Retention and graduation
 - A detailed plan for improving retention and graduation rates.
- Enrollment and Growth
 - A plan for reducing the number of profile admits, and/or for increasing their graduation rates; consideration of a plan for directing more potential profile admit students to the Florida College System.
- Student Dept
 - A plan for reducing student debt.
- Academic Programs
 - A reconsideration of graduate program expansion until such time as performance on undergraduate key performance indicators are at an acceptable level.
 - Removal of a Doctor of Dental Medicine from the University's Work Plan.
 - A plan for increasing passage rates in Physical Therapy, Occupational Therapy, and Law.
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Food Sciences, a bachelor's in Digital Media, a bachelor's in

Health and Fitness, a master's in Biomedical Sciences, a master's in Health Informatics, a master's in Golf Management, a doctorate in Chemistry, a doctorate in Nursing Practice, and a doctorate in Public Health.

University of North Florida

- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Environmental Management, a master's in International Affairs, and a master's in Social Work.

Florida Gulf Coast University

- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Digital Media Design, and a doctorate in Nursing Practice.
 - A plan to ensure that programs performing at lower than national/state benchmarks on licensure passage rates perform at an appropriate level.

Supporting Documentation Included:	To be provided
Facilitators / Presenters:	Governor Caruncho, Jan Ignash, FAMU Representatives



STATE
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of FLORIDA
Board of Governors

AGENDA

Academic and Student Affairs Committee
Cohen Center Ballroom
Florida Gulf Coast University
Ft. Myers, Florida
September 12, 2012
3:30 p.m. - 4:30 p.m.

Chair: Norman Tripp; Vice-Chair: Patricia Frost
Members: Carter, Caruncho, Chopra, Kuntz, Stavros, Whatley

1. Call to Order and Opening Remarks Governor Norman Tripp
2. Approval of June 21, 2012 Committee Meeting Minutes Governor Tripp
3. Public Notice of Proposed New Board of Governors
Regulation 6.013 Military Veterans and Active Duty Governor Tripp
4. Public Notice of Intent to Amend Board of Governors
Regulation 6.002 Admission of Undergraduate
First-Time-in-College, Degree-Seeking Freshmen Governor Tripp
5. Public Notice of Proposed New Board of Governors
Regulation 6.008 Postsecondary College-Level Preparatory
Testing, Placement, and Instruction for State Universities Governor Tripp
6. Proposal for the Jewish Museum of Florida to be a Special
Purpose Center at Florida International University University Staff
7. Student Affairs Update Governor Whatley
Dr. Kevin Bailey, CSA Chair
State University System Student Health Dr. J. Michael Rollo,
Insurance Purchasing Group: 2012 Update *Vice President for Student Affairs, FGCU*
8. Update on Implementation of HB 7135 General Education Project Governor Tripp
9. Closing Remarks and Adjournment Governor Tripp

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2012**

SUBJECT: Approval of Minutes of June 21, 2012 Committee Meeting

PROPOSED COMMITTEE ACTION

Approval of summary minutes of the meeting held on June 21, 2012, at the University of Central Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board committee members will review and approve the summary minutes of the meeting held on June 21, 2012, at the University of Central Florida.

Supporting Documentation Included: Summary Minutes for June 21, 2012

Facilitators/Presenters: Governor Norman Tripp

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
JUNE 21, 2012

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

Governor Norman Tripp, Chair, convened the meeting of the Academic and Student Affairs Committee at 10:00 a.m. Members present were Matthew Carter, Joseph Caruncho, Patricia Frost, Tom Kuntz, Gerard Robinson, Gus Stavros, and Rick Yost.

1. Call to Order and Opening Remarks

Governor Tripp called the meeting to order.

2. Approval of Minutes from March 21, 2012

Ms. Frost moved that the Committee approve the minutes of the meeting held March 21, 2012, as presented. The motion was seconded and members of the Committee concurred.

3. Academic Program Items

a. Ph.D. in Hospitality Management, CIP 52.0901, UCF

Governor Tripp introduced the academic program approval for a Ph.D. in Hospitality Management at the University of Central Florida. Governor Tripp recognized Dr. Tony Waldrop, Provost at the University of Central Florida, to provide a brief overview of the program and to answer questions. The following key points were made during Dr. Waldrop's presentation:

This program is a conversion from an existing Hospitality Education track in the College of Education, and has been unanimously approved by the university's Board of Trustees.

- No new faculty are requested in this proposal.
- No additional cost for the course offerings in the program.
- Proposed implementation date for the program is fall 2012.
- This will be the only Hospitality Management doctoral program in the State of Florida.

- External evaluators strongly recommended that the program be offered as a freestanding doctoral program.
- Hospitality is one of the largest industries in Florida.
- This program is designed to prepare graduates to produce innovation and change in the industry and will help to meet statewide workforce needs.

Dr. Waldrop finished his presentation and welcomed questions from the Board.

- Governor Tripp recognized Governor Yost who commended the proposal and the program's transfer to the Rosen College of Hospitality and Tourism Management.

Governor Tripp asked for a motion to approve the Hospitality and Tourism Management program. Governor Yost made the motion and the motion was seconded. The Committee passed the motion to approve the Ph.D. in Hospitality and Tourism Management program.

b. Ph.D. in Applied Behavior Analysis, CIP 42.2814, USF

Governor Tripp introduced the request from the University of South Florida for approval to implement a Ph.D. in Applied Behavior Analysis. Governor Tripp stated that a letter of support has been provided from the University of Florida. Governor Tripp recognized Dr. Ralph Wilcox, Provost at the University of South Florida, to deliver a brief overview of the program and to answer any questions. The following remarks were made during Provost Wilcox's overview:

Provost Wilcox stated that the program's emphasis is to prepare behavioral analysts who are scientific practitioners. The following supporting remarks were made:

- Graduates will serve the community in schools, residential settings, and individual family homes dealing with such disabilities as autism, Alzheimer's, and dementia.
- The University of Florida offers a similar Applied Behavior Analysis degree, and they have provided a letter of support for the program.
- The program requires 54 semester hours beyond the Master's degree.
- The curriculum will be delivered in large part by existing faculty with the addition of two new professors who will be funded through internal reallocation at the university.
- Students enrolled in the program are expected to pass the national certification exam before advancing to candidacy.
- The currently existing Master's degree program has a 100 percent placement rate.

Dr. Wilcox finished his presentation and welcomed questions from the Board. No questions were raised from the floor. Governor Tripp asked for a motion to approve the

Ph.D. program in Applied Behavior Analysis. The motion was made and seconded. The Committee passed the program proposal.

Governor Tripp commented that the Board does not approve doctoral programs without a thorough review process. Governor Tripp stated that new graduate academic program proposals undergo a rigorous process that includes consultation with Board of Governors personnel and that every member of the Committee has been aware of the doctoral program proposals on the agenda in advance.

c. Consolidation of Graduate Education Programs into Curriculum and Instruction, CIP 13.0301, FSU

Governor Tripp introduced the request from Florida State University to consolidate nine independent graduate programs in the School of Teacher Education into a new program in Curriculum and Instruction. This proposal is being considered by the Board of Governors because it requires the termination of nine existing doctoral programs and the creation of a new Ph.D. in Curriculum and Instruction. Governor Tripp recognized Dr. Garnett Stokes, Provost at Florida State University, to provide a brief overview of the proposed consolidation and to answer any questions. Dr. Stokes gave the following remarks:

Provost Stokes stated that in an effort to make better use of resources, faculty in the College of Education at FSU have consolidated all of the teacher education programs into a single department.

- The request to consolidate the nine graduate programs into one Curriculum and Instruction program is part of a larger effort to increase efficiency.
- Faculty will be teaching across sub-disciplines within the program.
- Program will offer several tracks for graduates to serve in K-12 school environments as Master's, Specialist, or Doctoral degree recipients.
- FSU personnel consulted with Board of Governors personnel and faculty from a similar program at FIU to develop the new program.
- This programmatic structure matches the way the programs are organized at FSU's aspirational institutions.

Dr. Stokes finished her presentation and welcomed questions from the Board.

- Governor Tripp recognized Governor Frost. Governor Frost stated that while she was in favor of the reorganization, she wanted to make sure that the students who are currently enrolled in the graduate programs are not negatively affected with this transition in terms of their graduation. Provost Stokes acknowledged that the students who are currently enrolled will not be delayed or prevented from graduating, and they will be given a choice to finish out their current program of study in the previously existing model or to enter the newly structured model.

- The Board motioned to approve the reorganization. The motion was seconded and the Committee voted to approve the reorganization.
- d. Request for Exception to 120 Credit Hours to Degree, B.S. in Biology - Medical Sciences, Track, CIP Code 26.0101, UNF
- e. Request for Limited Access Status, B.S. in Biology - Medical Sciences Track, CIP Code 26.0101, UNF

Governor Tripp introduced the two items from the University of North Florida simultaneously. The items were to approve the exception to 120 credit hours and to grant limited access status for the Bachelor of Science in Biology, Medical Laboratory Science major. Governor Tripp stated that the increase in credit hours is needed because the curriculum of the program included 65 semester hours of core didactic coursework and practicum required by the National Accrediting Agency for Clinical Laboratory Sciences. Governor Tripp also stated that limited access status is requested because of limited instructional facilities for the clinical experience required for the completion of the program. The exception to the 120 hours to degree requirement and limited access status will apply only to the medical laboratory science major under the BS in Biology.

Governor Tripp asked for a motion to approve the credit-hour exception as well as the approval for limited access status for the Bachelor of Science in Biology/Medical Laboratory Science program at the University of North Florida. A motion was made and seconded by the Committee. The Committee passed the motion.

- f. Request for Limited Access Status, B.S. in Global Business, CIP Code 52.1101, USF-SP

Governor Tripp introduced a request from the University of South Florida for limited access status for the Bachelor of Arts/Bachelor of Science in Global Business program offered at the St. Petersburg campus. Governor Tripp stated that this action aligns with the required student-faculty ratio needed for program accreditation. Governor Tripp noted that USF's request cited limited faculty and facilities as the rationale for limited access status. Governor Tripp asked for a motion to approve the request from USF for limited access status for the Bachelor of Arts/Bachelor of Science in Global Business program at the St. Petersburg campus. A motion was made and seconded by the Committee. The Committee passed the motion.

4. Termination of Academic Infrastructure Support Organization status for the Florida Center for Library Automation (FCLA)

Governor Tripp introduced the proposal for the termination of Academic Infrastructure Support Organization status for the Florida Center for Library Automation (FCLA).

Governor Tripp noted that the 2012 Legislature eliminated FCLA and transferred its responsibilities to the new Florida Virtual Campus. Governor Tripp noted that because FCLA will not exist past June 30, 2012, termination as an AISO is necessary. Governor Tripp finished his presentation of the proposal.

Chancellor Brogan was recognized by Governor Tripp. Chancellor Brogan stated that a statewide effort to improve the Florida College System and State University System libraries is underway. Chancellor Brogan stated that the newly created system will not only provide greatly enhanced access on a virtual scale, but also the support systems that students need to be successful with the information will be in place.

Governor Tripp asked for a motion to approve termination of Academic Infrastructure Support Organization status for the Florida Center for Library Automation (FCLA). The motion was made and seconded by the Committee. The Committee passed the motion.

5. Approval for the Application for \$15 million to support the Technology Performance Funding Pilot Project

Governor Tripp noted that item number 5 is approval of the application form for \$15 million in performance funding made available by the 2012 Legislature. House Bill 7135 created a pilot project to implement performance funding for a select category of degree programs associated with computer science and information technology. Governor Tripp noted that fifty (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.

Governor Tripp highlighted that 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. If approved, these will become the factors that will determine 50 percent of a university's rank score.

Governor Tripp stated that up to 4 awards for a total of no more than \$15 million can be made to universities that can demonstrate that they have developed the type of incentives that the legislation encourages. Governor Tripp noted that a report is due by December 31 to the Governor and Legislature containing the university rankings and award distributions. The Board will announce these awards for performance at its November Board meeting.

Governor Tripp recognized Dr. Jan Ignash, Vice Chancellor for Academic and Student Affairs with the Florida Board of Governors, to provide a brief overview of the

application form and to explain the criteria that the Board must approve. Dr. Ignash stated that the legislation underscores that performance funding targets initiatives that increase student employment prospects. Dr. Ignash stated that four types of partnerships focused on increasing these employment prospects have been identified. These four types of partnerships are underscored by the number of existing programs and the number of existing students who participated in those programs. The four types of partnerships are: Cooperative Education, Internships, Collaborative Partnerships with Business and Industry, and Industry Employment Scholarship Programs. Dr. Ignash acknowledged that the Board of Governors staff believe these partnerships represent the legislative intent of HB 7135. Dr. Ignash finished her presentation and welcomed questions from the Committee.

Governor Tripp recognized Governor Yost who asked Dr. Ignash if these criteria have gone to the provosts or academic programs for feedback. Dr. Ignash stated that the application form and the criteria were forwarded to the Council for Academic Vice Presidents for feedback, but that no feedback was given. Vice Chancellor Ignash also stated that the legislature had articulated the intent of the legislation based on past performance.

Governor Tripp asked for a motion to approve the application form for \$15 million to support the Technology Performance Fund Pilot Project. The motion was made and seconded. The Committee passed the motion.

Chancellor Brogan updated the Committee that the Board of Governors staff will be bringing back the Performance Funding Pilot Project to the November meeting with recommendations from the universities.

6. Student Affairs Updates

a. Florida Student Association

Governor Whatley stated that the Florida Student Association is planning its annual planning conference of the year, which will take place in the 2nd week of August. Following this session, Governor Whatley will be able to provide a more detailed report on the FSA legislative agenda.

b. Council for Student Affairs

Dr. Ehasz updated the Committee on some newly implemented anti-hazing programs within the SUS public institutions. Dr. Ehasz stated that three statewide anti-hazing summits have been planned at the end of September during Anti-Hazing Week. The summits will be held at the University of Florida, Florida Atlantic University, and the University of South Florida.

Second, Dr. Ehasz stated that the Council for Student Affairs has made contact with the President of Phi Beta Sigma fraternity, and they are organizing a nationally visible anti-hazing coalition. Phi Beta Sigma has expressed willingness to partner with the Council for Student Affairs to plan and carry out anti-hazing programs.

Third, the Council for Student Affairs is organizing a SUS CSA Summit for early August where the 2012-2013 work plan will be worked on.

Fourth, the Council will be working with Governor Tripp on familiarizing him with the work of this committee and to how this group works to support learning and student success.

7. Adjournment

Having no further business, the meeting was adjourned at 10:32 a.m.

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2012**

SUBJECT: Public Notice of Proposed New Board of Governors Regulation 6.013 Military Veterans and Active Duty

PROPOSED COMMITTEE ACTION

Consider approval of the public notice of proposed new Board of Governors Regulation 6.013 Military Veterans and Active Duty

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Proposed Regulation 6.013 provides guidance regarding special support for students who are military veterans of the United States Armed Forces or who are currently active duty members. Minimum university board of trustee policy and process expectations regarding the acceptance of college credit for military training and education coursework are specified. Additionally, priority course registration for veterans receiving GI Bill educational benefits and for the spouse or dependent children of veterans to whom the GI Bill benefits have been transferred is required if the university offers priority course registration to another segment of the student population. The regulation follows implementation of sections 1004.075 and 1004.096, Florida Statutes, by the 2012 Legislature as approved by Governor Scott.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Proposed Regulation 6.013

Facilitators/Presenters: Richard Stevens

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6.013 Military Veterans and Active Duty

(1) College Credit for Military Training and Education Courses. Each university board of trustees shall adopt a policy and process that enables students who are or were eligible members of the United States Armed Forces to earn appropriate academic college credit for college-level training and education acquired in the military.

(a) The policy and process shall include:

1. Specification that college credit will be granted to students with military training or coursework that is recognized by the American Council on Education (ACE) subject to regular institution transfer practices or limitations on amount, level, etc. of transfer credit. The process is subject to the same treatment as any other transfer credit evaluated.
 2. Utilization of the ACE *Guide to the Evaluation of Educational Experiences in the Armed Services* in order to determine equivalency and alignment of military coursework with appropriate university courses.
 3. Specification that if the course to which the military training or coursework is equivalent fulfills a general education or major course or degree program requirement at the receiving institution, the credit should count towards graduation and meet a requirement accordingly. Otherwise, appropriate course credit including free elective course credit will be granted.
 4. Articulation of credits earned via military training and coursework between state universities. Credit that was previously evaluated and awarded by a college degree granting institution, and that is appropriate to the transfer student's major at the university, should be accepted, subject to institution limit on the amount, level of transfer credit allowed for a given degree.
- (b) Credit awarded for military education and training shall be noted on the veteran student's transcript and documentation of the credit equivalency evaluation shall be maintained in the student veteran's file.
- (c) Each university shall provide a copy of the policy and process on the university registrar's website and within its university catalogs.
- (d) Credit awarded for military education and training shall not be counted in the excess hours fee per Regulation 7.003 due to the credit being based on work accomplished while serving in active-duty.

(2) Priority Course Registration for Veterans

- (a) Each university that offers priority course registration for a segment of the student population shall provide the same priority course registration for each veteran of the United States Armed Forces who is receiving GI Bill

educational benefits and for the spouse or dependent children of a veteran to whom the GI Bill education benefits have been transferred.

New:_____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2012

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.002
Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

PROPOSED COMMITTEE ACTION

Consider approval of the public notice of intent to amend Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Regulation 6.002 provides statewide minimum admission criteria for undergraduate first-time-in-college, degree-seeking freshmen. Amendments to this regulation include both technical changes and new regulatory guidance. The technical changes involve clarifying that students taking the ACT for admission purposes must take the ACT Plus Writing. In addition, the section regarding criteria for students applying through spring 2011 was removed.

New language was added to the list of electives to allow Department of Education "Level III" (i.e., rigorous academic and performance standards) courses within the career and technical education classification. Finally, a short explanation of requirements for students presenting General Education Development (GED) credentials was added.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Proposed Regulation 6.002

Facilitators/Presenters: Richard Stevens

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6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

(1) **FTIC Undergraduate Admission - General.** This regulation outlines minimum eligibility requirements for first-time-in-college (FTIC) students seeking admission to an undergraduate degree program in the State University System (SUS). Individual institutions may choose to establish more stringent admission requirements within the parameters outlined in Board of Governors (BOG) regulations.

- (a) For the purposes of this regulation, FTIC freshmen are defined as students who have earned a standard high school diploma from a Florida public or regionally accredited high school, or its equivalent, and who have earned fewer than twelve (12) semester hours of transferable college credit since receiving a standard high school diploma or its equivalent.
- (b) Eligibility for admission to the SUS does not guarantee admission to the specific institution or degree program to which admission is sought.
- (c) Each university board of trustees shall develop regulations governing the admission of undergraduate FTIC students that comport with the requirements outlined in BOG regulations. Such regulations may allow for exceptions to be made on an individual basis, as outlined in subparagraph 2(b) of this regulation, when a student, in the judgment of an appropriate university committee, can reasonably be expected to perform satisfactory academic work in the institution to which admission is sought.
- (d) In all but the following specified cases, an FTIC student must have earned a standard high school diploma from a Florida public or regionally accredited high school, or its equivalent, to be considered for admission to a state university. Students completing a home education program according to section 1002.41, Florida Statutes, meet this minimum admission requirement; however, each university may require additional documentation to verify eligibility for these students. Students admitted under early admission in accordance with university policy are exempted from this requirement during the time they are still classified as early admission students. Early admission is a form of dual enrollment through which eligible secondary students are admitted to a postsecondary institution on a full-time basis in courses that are creditable toward both the high school diploma and the students' university degree program.
- (e) FTIC students applying for admission must submit SAT Reasoning Test scores from the College Board or ACT Plus Writing scores from ACT, Inc. Universities may reserve the right to require a student to take an updated version of a test.
- (f) Each university shall require FTIC applicants to submit a complete official academic transcript of all secondary work and from each postsecondary institution, as appropriate. Each transcript shall list all courses for which the student was enrolled each term, the status in each course at the end of the term, all grades and credits awarded, and a statement explaining the grading policy of the institution.

- (g) Each transcript should also specify any college credits the student earned through accelerated mechanisms. University weighting of approved accelerated mechanisms in the recalculation of the student's grade point average for admission purposes must be conducted per BOG Regulation 6.006(5) Acceleration Mechanisms.
- (h) Each FTIC student admitted to the SUS is expected to have earned two high school credits in one foreign language or American Sign Language. A limited number of students not meeting the high school foreign language requirement may be admitted; however, these students must fulfill the foreign language requirement prior to completion of the baccalaureate degree. These students may meet this requirement by successfully completing eight (8) or more semester credit hours in one foreign language or American Sign Language at an undergraduate institution; demonstrating equivalent foreign language competence on the basis of scores determined by the *Articulation Coordinating Committee (ACC) Credit-By-Exam Equivalencies*, as adopted by the BOG and accessible at www.fldoe.org/articulation/; or demonstrating equivalent foreign language or American Sign Language competence through other means approved by the university.
- (i) Any FTIC student with a disability shall be eligible for reasonable substitution or modification of any requirement for admission pursuant to BOG Regulation 6.018.

(2) **FTIC Undergraduate Admission.** Students shall be considered as meeting minimum SUS eligibility requirements in one of the following ways:

(a) Standard Admission: FTIC students applying to the SUS may be considered for admission based on the following criteria:

~~1. FTIC students applying for admission to the SUS through spring 2011 may be~~

~~considered for admission based on the following criteria:~~

~~a. An FTIC student may be admitted if he/she has a high school grade point~~

~~average (GPA) of 3.0 or higher on a 4.0 scale as calculated by the university,~~

OR

~~b. An FTIC student may be admitted if he/she has the specified GPA in the required academic courses in conjunction with an SAT Reasoning Test or ACT score equaling or exceeding the corresponding entry in Table One:~~

**Table
One**

High School Grade Point Average	SAT Reasoning Test (All Three Sections)	ACT Composite Score
2.0	1680	25
2.1	1620	24
2.2	1620	24
2.3	1560	23
2.4	1510	22
2.5	1450	21
2.6	1450	21
2.7	1450	21
2.8	1450	21
2.9	1390	20

2. FTIC students applying to the SUS in summer 2011 or later may be considered for admission based on the following criteria:

a1. An FTIC student may be admitted if he/she has a high school grade point average (GPA) of 3.00 or higher on a 4.00 scale as calculated by the university, and presents official SAT Reasoning Test and/or ACT Plus Writing scores,

OR

b. An FTIC student may be admitted if he/she has a high school GPA of 2.5 -2.99 on a 4.00 scale as calculated by the university. Course work from which a student has withdrawn with passing grades will not be included in the calculation. In addition to achieving the minimum GPA, a student must achieve the minimum scores for each SAT Reasoning Test or ACT Plus Writing section as outlined below:

- SAT - Critical Reading \geq 460 or ACT - Reading \geq 19,
- SAT - Mathematics \geq 460 or ACT - Mathematics \geq 19, and
- SAT - Writing \geq 440 or ACT - Combined English/Writing \geq 18.

32. An FTIC applicant must have completed the secondary academic unit requirements as in Table ~~Two~~ One:

**Table ~~Two~~
One**

Students Entering High School Prior to July 1, 2007	Students Entering High School July 1, 2007 or Later
4 credits - English/Language Arts (three of which must have included substantial writing requirements).	4 credits - English/Language Arts (three of which must have included substantial writing requirements).

<p>3 credits – Mathematics (at or above the Algebra I level).</p>	<p>4 credits – Mathematics (at or above the Algebra I level).</p>
<p>3 credits – Natural Science (two of which must have included substantial laboratory requirements).</p>	<p>3 credits – Natural Science (two of which must have included substantial laboratory requirements).</p>
<p>3 credits – Social Science (to include anthropology, history, civics, political science, economics, sociology, psychology, and/or geography).</p>	<p>3 credits – Social Science (to include anthropology, history, civics, political science, economics, sociology, psychology, and/or geography).</p>
<p>2 credits – Foreign Language (Both credits must have been in the same language. For the purposes of this admission requirement, American Sign Language will be accepted in place of a foreign language.)</p>	<p>2 credits – Foreign Language (Both credits must have been in the same language. For the purposes of this admission requirement, American Sign Language will be accepted in place of a foreign language.)</p>
<p>3 credits – Additional academic electives (in any combination of courses listed in the Department of Education Course Code Directory, accessible at www.fldoe.org/articulation/, as follows: 1. Up to three credits in Level II courses in English/Language Arts, Mathematics, Natural Science, Social Science, Foreign Language, or Fine Arts; Level III courses in any discipline; or Dual Enrollment courses for which both high school and postsecondary credits are granted; OR 2. At least one credit from 1. above and up to two credits in courses grade nine or above in ROTC/Military Training, or at least one credit from 1. above and up to two credits of equivalent courses in any discipline as determined by the Articulation Coordinating Committee and listed in the <i>Florida Counseling for Future Education Handbook</i>, accessible at www.fldoe.org/articulation/).</p>	<p>2 credits – Additional academic credits (in any combination of courses listed in the Department of Education Course Code Directory, accessible at www.fldoe.org/articulation/, as follows: 1. Two credits from among Level II courses listed in the Department of Education Course Code Directory in English/Language Arts, Mathematics, Natural Science, Social Science, Foreign Language, Fine Arts; Level III courses listed in the Directory in any academic <u>or career and technical education</u> credited discipline; or Dual Enrollment courses for which both high school and postsecondary academic credits are granted; OR 2. One credit from 1. above and one credit from grade nine or above in ROTC/Military Training, or an equivalent course in any discipline as determined by the Articulation Coordinating Committee and listed in the <i>Florida Counseling for Future Education Handbook</i>, accessible at www.fldoe.org/articulation/).</p>

43. Home Education or Other Non-Traditional High School Program

participants: A student applying for admission who has participated in a non-traditional high school program must present credentials determined to be equivalent to those described in this regulation by the individual SUS institution to which the student is applying. A student whose high school educational program is not measured in Carnegie Units must present a test score of at least 1010 on the SAT I, a combined test score of at least 1010 on the SAT Reasoning Test Critical Reading and Mathematics portions, a minimum composite score of 21 on the ACT Plus Writing, or an overall combined test score of 1450 on the SAT Reasoning Test (all three portions). ~~Universities may reserve the right to require a student to take an updated version of a test.~~

Applicants presenting a GED must present official GED results, official transcripts of any partial high school completion, and ACT Plus Writing and/or SAT results. Each university shall determine equivalencies to university minimum standards.

- (b) Alternative Admission (Profile Assessment): Applicants who are not eligible for standard admissions may be considered for alternative admission. In addition to reviewing a student's GPA and test scores, a university may consider other factors in the review of the student's application for admission. These factors may include, but are not limited to, the following: a combination of test scores and GPA that indicate potential for success, improvement in high school record, family educational background, socioeconomic status, graduation from a low-performing high school, graduation from an International Baccalaureate program, geographic location, military service, special talents and/or abilities, or other special circumstances. These additional factors shall not include preferences in the admissions process for applicants on the basis of race, national origin, or sex. The student may be admitted if, in the judgment of an appropriate institutional committee, there is sufficient evidence that the student can be expected to succeed at the institution.
1. The number of first-time-in-college students admitted through profile assessment at each university shall be determined by the university board of trustees.
 2. Each university shall implement specific measures and programs to enhance academic success and retention for students who are accepted into the institution using the alternative admissions option. The board of trustees shall review the success of students admitted under the profile assessment process to ensure that their rates of retention and graduation remain near or above the institution's average.

- (c) Talented Twenty: Within space and fiscal limitations, admission to a university in the SUS shall be granted to an FTIC applicant who is a graduate of a public Florida high school, who has completed the eighteen (18) required high school units as listed in this regulation, who ranks in the top 20% of his/her high school graduating class, and who has submitted SAT Reasoning Test scores from the College Board or ACT Plus Writing scores from ACT, Inc., prior to enrollment. A Talented Twenty student is not guaranteed admission to the university of first choice and should work closely with a high school counselor to identify options. The SUS will use class rank as determined by the Florida Department of Education.

(3) Any increase, change, or revision in standards of admission must be included in the undergraduate catalog and posted on the university Web site.

Authority: Section 7(d), Art. IX, Fla. Const., History - Formerly 6C-2.42, and 6C-6.02, 11-18-70, 5-27-74, 12-17-74, 6-25-80, 3-21-82, 4-16-84, 4-14-86, 4-20-87, 10-19-88, 1-23-90, 1-7-91, 9-15-91, 8-4-92, 5-17-95, 11-27-95, 9-19-00, 11-28-00, Amended and Renumbered as 6.002 9-27-07, 01-28-10,_____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2012

SUBJECT: Public Notice of Proposed New Board of Governors Regulation 6.008
Postsecondary College-Level Preparatory Testing, Placement, and Instruction
for State Universities

PROPOSED COMMITTEE ACTION

Consider approval of the public notice of proposed new Board of Governors Regulation 6.008 Postsecondary College-Level Preparatory Testing, Placement, and Instruction for State Universities

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Proposed Regulation 6.008 provides direction for state universities regarding the further assessment, placement, and instruction of students who fall below college level assessment standards. The proposed regulation provides the similar standards as those required by the State Board of Education for Florida College System institutions, thereby providing smooth articulation between institutions. This factor is critical as Florida Agricultural and Mechanical University is the only university currently authorized to provide developmental education for remediation.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Proposed Regulation 6.008

Facilitators/Presenters: Richard Stevens

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6.008 Postsecondary College-Level Preparatory Testing, Placement, and Instruction for State Universities.

(1) For admissions, first-time-in-college degree seeking students who do not meet college level competency either through the completion of developmental education requirements at Florida Agricultural and Mechanical University or other Florida College System institution or state university, or college level coursework in the area of deficiency shall be tested for reading, writing, and mathematics proficiency prior to the completion of initial registration, using the Florida Postsecondary Education Readiness Test or other test listed in subsection (2) of this regulation. “Developmental education requirements” are the courses required when a student does not meet the college ready cut score. It is also referred to as remediation or preparatory instruction. Students earning scores less than those listed below shall enroll in college preparatory communication and computation instruction in the area of the deficiency:

	<u>Standard Score</u>
(a) Reading	104
(b) Writing	99
(c) Mathematics	113 (Intermediate Algebra) 125 (College Algebra or Equivalent)

(2) (a) Students who achieve scores on either the College Board’s Accuplacer or SAT or the American College Testing Program’s ACT® with the writing component that meet or exceed the scores shown below, and enroll in a university within 2 years from the test date of achieving such a score are exempted from taking the Florida Postsecondary Education Readiness Test:

	<u>Standard Score</u>
<u>Accuplacer, The College Board</u>	
Reading Comprehension	83
Writing Skills	83
Elementary Algebra	72
<u>SAT, The College Board</u>	
Writing	440
Mathematics	460
Critical Reading	460
<u>ACT® Plus Writing, American College Testing Program</u>	
Reading	19
English/Writing Combined	18
Mathematics	19

(b) For students seeking dual enrollment with a university, a score of 262 on Grade 10 Florida Comprehensive Assessment Test 2.0 (FCAT 2.0) Reading demonstrates readiness for college-level reading and writing and college-level coursework consistent with course placement policies established by the university. Students who achieve such a score and enroll in a university within two (2) years from the test date of achieving such a score are exempted from taking the reading and writing subtests of the Florida Postsecondary Education Readiness Test pursuant to subsection (1) above. FCAT 2.0 scores are only applicable for dual enrollment students.

(3) Completion of alternative remediation in high school does not satisfy the requirement for demonstrating college readiness or completing college preparatory instruction. A student will be required to retest after alternative remediation and meet or exceed the scores established in subsection (1) or (2) of this Regulation to avoid required enrollment in college preparatory communication and computation instruction in accordance with subsection (1) of this Regulation.

(4) Nothing provided in subsection (1) of this Regulation shall be construed to prevent the enrollment of a student in college preparatory instruction.

(5) Students whose first language is not English may be placed in college preparatory instruction prior to the testing required herein, if such instruction is otherwise demonstrated as being necessary. Such students shall not be exempted from the testing required herein.

(6) Universities affected by this regulation shall accept the highest test scores on any of the tests or combination of tests identified in subsections (1) and (2) of this regulation. Individual student scores shall be valid for two (2) years from the testing date.

(7) Students must be continuously enrolled in assigned developmental education courses until they satisfy the requirements for passing them. A degree seeking student at a university has a maximum of two (2) attempts per university on the Florida Postsecondary Education Readiness Test or other test listed in subsection (2) of this rule. Requests for additional attempts must be approved by the university's designated administrator per written university policy. The two (2) attempts pertain to attempts made while being a first-time-in-college degree-seeking applicant or currently enrolled student. Testing administered to students seeking dual enrollment or to meet some other state requirement of high school students does not apply.

(8) Prior to administering a retest, the test administrator must require documentation from the student that verifies alternative remediation has occurred since the prior attempt. Alternative remediation opportunities shall be identified and included in a written university policy.

(9) A university board of trustees may contract with a Florida College System board of trustees to provide college-preparatory or developmental studies instruction on the state university campus. Any state university in which the percentage of incoming students requiring developmental studies instruction equals or exceeds the average percentage of such students for the Florida College System may offer developmental studies instruction without contracting with a Florida College System institution. Any state university offering such college-preparatory instruction as of January 1, 1996, may continue to provide such services.

(10) During their first term, full-time students who are registered for at least twelve (12) credits, shall begin competency-based preparatory instruction based on the placement test results. Part-time students shall enroll prior to completing twelve (12) credits.

(11) Students shall not enroll for more than three (3) attempts in each course to complete college preparatory instruction. Students who withdraw from a course under major extenuating circumstances may be granted an exception. Such exceptions require approval under guidelines established by the the board of trustees of the institution offering the coursework. Boards of trustees may establish regulations concerning requirements of students prior to being approved to enroll in any third attempt of a college preparatory course.

New: _____.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2012**

SUBJECT: Jewish Museum of Florida to be a Special Purpose Center of Florida
International University

PROPOSED COMMITTEE ACTION

Consider for approval the Jewish Museum of Florida to be a Special Purpose Center of Florida International University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board Regulation 8.009

BACKGROUND INFORMATION

Florida International University (FIU) is requesting that the Jewish Museum of Florida (JMOF) be approved as a Special Purpose Center in accordance with Board Regulation 8.009, Educational Sites. The proposal states that the “JMOF facility and its collection of archival materials will enhance the development of existing and new curriculum at FIU by intensifying collaboration within the School of International and Public Affairs, as well as other units in the College of Arts & Sciences. This includes the Departments of History, Religious Studies, English, Global and Sociocultural Studies, Politics and International Relations and the programs in European Studies, Judaic Studies, Middle East Studies, Sephardic Studies, Spirituality and Women’s Studies.”

No full degree programs will be offered at the site and FIU will submit appropriate documentation to the Southern Association of Colleges and Schools to ensure the new site is covered under its regional accreditation. The museum itself is accredited by the American Association of Museums and that accreditation will be continued. It is expected that over 300 students will take courses at the special purpose center in year one and by year five approximately 1,000 students will be enrolled in courses at JMOF.

Supporting Documentation Included: Proposal

Facilitators/Presenters: Staff, Florida International University

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BOARD OF GOVERNORS, STATE UNIVERSITY SYSTEM OF FLORIDA
PROPOSAL TO ESTABLISH OR RELOCATE A TYPE I, II, OR III CAMPUS, OR
SPECIAL PURPOSE CENTER

Florida International University
University Submitting Proposal
Special Purpose Center

Jewish Museum of Florida
Proposed Name of Educational Site
301 Washington Avenue, Miami Beach, FL

Proposed Type of Educational Site
 (Type I, II, or III Campus, or Special Purpose Center)

Physical Address of Educational Site

January 7, 2013

Spring 2013

Proposed Admissions Date
 (First day that students will be admitted at the site)

Proposed Opening Date
 (First term student instruction will be offered at the site)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing or relocating an educational site have been met prior to the initiation of the first course offerings.

June 29, 2012

Date Approved by the University Board of Trustees

President Date

Signature of Chair, Board of Trustees Date

Vice President for Academic Affairs Date

Under Projected Enrollment, provide headcount (HC) and full-time equivalent (FTE) student enrollment estimates by level from Table 1 in Appendix A for Years 1 and 5, and the Final Year if it exceeds five. Under Projected Costs, provide revenues and expenses from Table 4 and capital project costs from Table 3 for Years 1 and 5, and the Final Year if it exceeds five.

Projected Enrollment				
	Undergraduate		Graduate	
	HC	FTE	HC	FTE
Year 1	250	18.75	60	5.63
Year 5	640	48	280	26.25

Projected Costs			
Operational			Capital Projects
Revenue	Expenses	Net Revenue	
\$190,817	\$185,350	\$5,467	\$0
\$628,310	\$394,596	\$233,714	\$0

Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

I. Introduction

1. Provide a short description of the project and rationale for the request to establish or relocate the educational site.

The Jewish Museum of Florida (JMOF) provides FIU students and faculty an opportunity for enhanced academic and public programming with regard to research, teaching and engagement. Using a multifaceted approach, JMOF-FIU will focus on issues of religion, history, cultural identity and diversity. The key areas of focus will be curriculum development, academic programs, events, and engagement. The Museum presents research and teaching opportunities for FIU students and faculty in Judaic Studies, Sephardic Studies, Ethnicity Studies, Public Administration, History, and other interdisciplinary programs involving departments and centers both in the School of International and Public Affairs (SIPA) and in the College of Arts & Sciences generally.

2. Provide a narrative assessment of how the establishment or relocation of the educational site supports the university mission and the goals incorporated into the university strategic plan and Board of Governors State University System Strategic Plan.

The JMOF facility and its collection of archival materials will enhance the development of existing and new curriculum at FIU by intensifying collaboration within the School of International and Public Affairs, as well as other units in the College of Arts & Sciences. This includes the Departments of History, Religious Studies, English, Global and Sociocultural Studies, Politics and International Relations and the programs in European Studies, Judaic Studies, Middle East Studies, Sephardic Studies, Spirituality and Women's Studies. There are numerous opportunities to develop and expand vigorous outreach activities, including engaging the larger Jewish community and other religious and ethnic communities on Miami Beach and throughout the greater South Florida region. All project objectives in the areas of curriculum development, academic programs, events and engagement fully align with FIU's strategic planning goals of enhancing international education, developing global and area studies programs, and fostering community engagement through excellence in scholarship, creative activities, and service.

The Jewish Museum and its facilities will allow us to offer additional courses through distance learning technology and will allow increased enrollments.

3. Provide a description of the process and a timeline for ensuring appropriate accreditation of the proposed educational site and any proposed programs

requiring specialized accreditation.

FIU is accredited by the Southern Association of College and Schools Commission on Colleges and adheres to the guidelines and compliance principles for notification and approval of additional sites as required by SACS.

No full degree programs offered. No specialized accreditation for academic programs. JMOF is accredited by the American Association of Museums and that accreditation will be continued.

II. Need and Demand Assessment

- 1. Provide a detailed assessment of unmet local student demand for access to academic programs in the vicinity of the proposed educational site. Complete Table 1 in Appendix A to provide enrollment projections for unduplicated student headcount and FTE by degree program and level.**

This special purpose site is not being added to address current student demand but rather to provide an enhanced educational experience for our students. Educational offerings will be enriched through the JMOF collection. Over 300 students will be served in the first year, with courses in Literature, History, World Religions and Sociology. By the 5th year close to 1,000 students will be enrolled in courses at JMOF.

- 2. Provide a detailed data driven assessment that describes unmet local and regional workforce need for programs and services to be offered at the proposed educational site. In the appendices, provide letters of support from the local community and business interests.**

Of the type of courses FIU will offer at JMOF-FIU, those in the fields of Jewish Studies, Museum Studies, and Migration Studies would address workforce needs.

- a. FIU's Certificate in Jewish Studies, which recently underwent an extensive curricular revision, will address the needs of a large Jewish educational system locally. Within a ten mile radius of the Museum, there are some 20 early childhood centers and 22 congregational/supplemental schools, all of which need teachers and administrators trained in the subject matter that forms part of the certificate. Furthermore, there are many synagogues and social service organizations, as well as a large Jewish Federation, whose workforce would also benefit from the planned offerings.

- b. As Miami continues to grow as a center for the arts, new art galleries and museums have proliferated on the South Florida landscape. The proposed programs in Museum and Curator Studies at JMOF would provide graduate-level courses to existing professionals and others interested in entering these fields. Among the local entities that have expressed an interest in having such courses available to their employees or who need trained personnel in these fields are the Miami Art Museum, the Miami Science Museum, the Fairchild Botanic Gardens, Zoo Miami, and The Kampong.
- c. Current students and professionals in several areas will benefit from the availability of the JMOF-FIU's archives, and courses offered at JMOF on Migration Studies, Urban Planning and Florida History. Given the proximity of FIU's Master of Public Administration offered at FIU's Brickell site, the JMOF-FIU archival resources would be readily available to these graduate students.

III. Academic Programs and Faculty

- 1. Provide a list of the degree programs to be offered at the proposed educational site using Table 1 in Appendix A. The proposed programs must be identified by six-digit CIP Code, by program title, and degree level.**

FIU currently offers undergraduate and graduate programs relating to all of the major religions of the world including but not limited to a Judaic Studies certificate program in the School of International and Public Affairs (SIPA). Although no complete degree programs will be offered at the site, the courses offered will complement the Museum's and the University's mission.

- 2. Provide an explanation as to how the proposed degree programs will be affiliated with similar programs offered on the central campus and/or other educational sites of the university. Will they be independent or an extension of existing programs?**

Since there will be no degree programs offered at the Museum, all courses offered already form part of existing degree programs.

- 3. Provide an assessment, supported with data, that justifies any duplication of degree programs and services that might already be provided by an existing state university or Florida College System campus in the vicinity of the proposed educational site. Describe any discussions that have taken place with affected**

colleges and universities and provide letters of support or letters of concern in the appendices.

Inasmuch as there will be no degree programs offered at the proposed sites, there will be no duplication of degree programs or services provided by an existing state university or Florida College System campus in the vicinity of the proposed educational site.

- 4. Describe the plan for faculty recruitment and list anticipated faculty using Table 2 in Appendix A. The projected participation date of each faculty person hired and their expected contribution must be calculated into the financial plan outlined in Table 4 of Appendix A.**

Current FIU Faculty will be teaching courses at the Museum. Courses offered at the museum are courses that are currently offered at FIU. These courses will be enriched by being taught at the JMOF and only an administrative increment for the Academic Director responsibilities is reflected in Table 4. Therefore, the Museum will not require additional state expenditures.

IV. Administration and Student Services

- 1. Describe the administrative structure of the proposed educational site and how it will relate to the central administration of the university. Include any necessary funding into the financial plan outlined in Table 4 of Appendix A.**

The Museum's current employees will become FIU employees and the museum's administrative structure will be complemented by the addition of academic support by FIU. JMOF's Director will continue to have the responsibility of the day-to-day operation of the Museum. The Director reports to the Dean of the College of Arts & Sciences or his/her designee. FIU will appoint an existing tenured faculty member as Academic Director who will administer the academic programs at the JMOF-FIU. This director will coordinate course offerings, seminars, and other programs with appropriate unit heads at both campuses. Therefore, the Museum will not require additional state expenditures.

- 2. Describe how the proposed site will provide student services, either onsite or online from the central university campus.**

Inasmuch as most of the student services are available online (registration, financial aid), the Academic Director will work with the appropriate offices of FIU to identify

a contact in each service area to ensure that there is continuity in meeting our students' needs.

- 3. Provide a plan to provide library services and other instructional resources that will support the proposed programs. Include any necessary funding into the financial plan outlined in Table 4 of Appendix A.**

The FIU Library supports the research and instructional needs of students, faculty, and researchers of the University. The Access Services Department plays an integral role in this mission and facilitates physical and virtual access for circulation services, interlibrary and intercampus loan services, collection maintenance, patron assistance, and course reserve materials. All students will have access to FIU's extensive library system including the online databases accessible in person and from desktop. Those taking courses at the JMOF-FIU will not only have that access, but will also be able to use the rich archival material available at the Museum.

As a museum that is accredited by the American Association of Museums, JMOF has achieved a standard of excellence in its methodology for research, collecting, conservation, archiving, storing and interpreting its holdings. JMOF has an extensive collection of more than 100,000 items in its archives, whose main focus is to preserve the material evidence of the Jewish experience in Florida since 1763. It draws crucial links between the social, political, economic, cultural and religious aspects of Jewish life in Florida and the relationship of Jews to the dominant non-Jewish population. The collection consists of artifacts, ephemera, documents, photographs and oral histories from every region of the state and records the histories of individuals, businesses, synagogues and communities through the following themes: immigration, family/synagogue/institutions, community relations and contributions. These archives offer opportunities for primary research, publication and recognition for students and faculty at FIU in multiple disciplines of the College of Arts & Sciences. Functions of JMOF also target areas of study across departments within the other academic units, such as Architecture & the Arts, Business, Education, Hospitality and Tourism Management, and Journalism & Mass Communications. In addition, as a pre-eminent developer of oral history expertise, JMOF has a replicable methodology that can serve as a major research vehicle for scholars in various academic disciplines, such as Anthropology, History, or Urban Planning.

V. Financial and Space Needs

- 1. Use Table 3 in Appendix A, to identify each facility or facilities required to**

establish the proposed educational site, and any additional facilities that will be required once the site has reached its expected size and enrollments.

The original synagogue at 311 Washington Avenue was constructed in 1928-29 and is a two-story structure with rectangular plan and gable roof. This structure served as a synagogue for 50 years for Miami Beach's first Jewish congregation and was designed by Art Deco architect Henry Hohausser, featuring 77 stained glass windows, a Moorish copper dome, Art Deco chandeliers, a marble bimah, and 7,200 sq. ft. on three levels to house the museum, its administration, its exhibitions and collections, and classrooms and seminar rooms. A second larger two-story adjacent building was constructed at 301 Washington Avenue in 1936 and a two-year restoration completed in 1995. In 2005 the Museum purchased three contiguous properties (their leased building [301], the original synagogue next door [311] and the parking lot). The original structure was restored in 2007. This transformation increased the Museum from 7,200 square feet to nearly 13,000 square feet. The Museum raised the money for the renovation and adaptive reuse of the 301 Washington Avenue building with the assistance of the City of Miami Beach, Metro-Dade County Cultural Affairs Council, the State of Florida, and private and foundation funding. During 2008, a sky lighted structure was constructed to connect the two historic buildings. Both buildings are on the National Register of Historic Places. Therefore, JMOF currently has sufficient space for FIU to offer the planned courses and for our students to engage in archival work, and no capital improvement funds are required. Funds will be required to bring the classroom space up to full media and internet capabilities.

- 2. Provide a projected financial plan using Table 4 in Appendix A that includes operational costs out to year five.**

Planned enrollments will enhance revenues and minimal start up and ongoing operational expenses are needed.

VII. Monitoring of Implementation

- 1. Provide a timetable of critical benchmarks that must be met for full implementation and which can be used to monitor progress.**

September 2011-February 2012--Discussions between the administrators of FIU and Board of Directors from JFOM on the feasibility of a partnership between the two institutions

March-May 2012--Gift agreement developed by CAS and University Development

May 2012--Gift agreement presented to the Jewish Museum

June 2012--Gift agreement approved by the University and the Jewish Museum of Florida Board

June 2012--Board of Trustees (BOT) approved gift agreement

August 2012--Approve two new members to Foundation Board, per Agreement terms

August 2012 – Submit Special Purpose Center proposal to Florida SUS Board of Governors for review and approval in September 2012

January 2013--Offer first courses at the Museum

February – Identify courses to be taught during Academic year 2013-14

May 2013 – Review student evaluations and make any necessary changes.

APPENDIX A

TABLE 1

DEGREE PROGRAMS PLANNED AND PROJECTED ENROLLMENTS

(Annual Unduplicated Headcount and FTE)

CIP Code	Degree Program Title	Degree Level	Year 1		Year 2		Year 3		Year 4		Year 5	
			Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
23.0101	English	B	80	6.00	90	6.75	100	7.50	110	8.25	120	9.00
38.0201	Religious Studies	B	40	3.00	70	5.25	120	9.00	120	9.00	130	9.75
45.0501	Sociology	B	70	5.25	100	7.50	120	9.00	120	9.00	130	9.75
54.0101	History	B	60	4.50	150	11.25	110	8.25	110	8.25	140	10.50
45.1001	Political Science	B	0	0.00	0	0.00	110	8.25	110	8.25	120	9.00
		B	0	0	0	0	0	0	0	0	0	0
		B	0	0	0	0	0	0	0	0	0	0
		B	0	0	0	0	0	0	0	0	0	0
		B	0	0	0	0	0	0	0	0	0	0
TOTAL BACCALAUREATE			250	18.75	410	30.75	560	42	570	42.75	640	48

CIP Code	Degree Program Title	Degree Level	Year 1		Year 2		Year 3		Year 4		Year 5	
			Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
23.0101	English	M	0	0	0	0	0	0	0	0	0	0
38.0201	Religious Studies	M	60	5.625	40	3.75	80	7.5	80	7.5	80	7.5
45.0501	Sociology	M	0	0	0	0	0	0	0	0	0	0
54.0101	History	M	0	0	40	3.75	40	3.75	40	3.75	40	3.75
45.1001	Political Science	M	0	0	60	5.625	80	7.5	80	7.5	80	7.5
30.1401	Museum/Curator Studies	M	0	0	60	5.625	80	7.5	80	7.5	80	7.5
TOTAL MASTER'S			60	5.625	200	18.75	280	26.25	280	26.25	280	26.25

NOTE: Add Year columns as necessary to cover the period of time needed for full implementation.

APPENDIX A

**TABLE 2
ANTICIPATED FACULTY PARTICIPATION**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Primary Degree Program Assignment	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 2	FTE Year 2	% Effort for Prg. Year 2	PY Year 2	Mos. Contract Year 3	FTE Year 3	% Effort for Prg. Year 3	PY Year 3	Mos. Contract Year 4	FTE Year 4	% Effort for Prg. Year 4	PY Year 4	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5														
A 23.0101	Meri-Jane Rochelson, Ph. D. Literature	Professor	Tenure	English	Spring 2013	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
A 23.0101	Asher Milbauer, Ph. D. Literature	Professor	Tenure	English	Fall 2013	0	0.00	0.00	0.00	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
A 38.0201	Nathan Katz, Ph. D. Religious Studies	Professor	Tenure	Religious St	Spring 2013	9	0.75	0.36	0.27	9	0.75	0.36	0.27	9	0.75	0.36	0.27	9	0.75	0.36	0.27	9	0.75	0.36	0.27														
A 38.0201	Oren Stier, Ph. D. Religious Studies	Asso. Prof	Tenure	Religious St	Fall 2013	0	0.00	0.18	0.00	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
A 38.0201	Tudor Parfitt, Ph. D. Religious Studies	Professor	Tenure	Religious St	Spring 2013	9	0.75	0.00	0.00	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
A 45.0501	Abe Lavender, Ph. D. Sociology	Professor	Tenure	Sociology	Spring 2013	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
A 54.0101	Rebecca Friedman, Ph. D. History	Asso. Prof	Tenure	History	Spring 2013	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
A 54.0101	April Merlux, PhD. History	Asst. Prof	Ten-earn	History	Fall 2013	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
A 30.1401	Carol Damiam, PhD. Museum Studies	Professor	Tenure	Art History	Fall 2013	12	1.00	0.00	0.00	12	1.00	0.10	0.10	12	1.00	0.10	0.10	12	1.00	0.10	0.10	12	1.00	0.10	0.10														
A 45.1001	Shlomi Dinar, Ph. D. Political Science	Asso. Prof	Tenure	Political Sci	Fall 2014	0	0.00	0.00	0.00	0	0.00	0.00	0.00	9	0.75	0.18	0.14	9	0.75	0.18	0.14	9	0.75	0.18	0.14														
Total Person-Years (PY)													0.81												1.32							1.45							1.45

Faculty Code	Source of Funding	PY Workload by Budget Classification	
		Year 1	Year 5
A	Existing faculty on a regular line	0.81	1.45
B	New faculty to be hired on a vacant line	0.00	0.00
C	New faculty to be hired on a new line	0.00	0.00
D	Existing faculty hired on contracts/grants	0.00	0.00
E	New faculty to be hired on contracts/grants	0.00	0.00
Overall Totals for		Year 1	Year 5
		0.81	1.45

NOTE: Add Year columns as necessary to cover the period of time needed for full implementation.

CIP-3 SHORT TERM PROJECT EXPLANATION **THIS TABLE NOT USED**

Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column1	
GEOGRAPHIC LOCATION: (campus name & city)							COUNTY:				
PROJECT DESCRIPTION/TITLE:							PROJECT BR No. (if assigned):				Are these sou
Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date				
			0		0						
			0		0						
			0		0						
			0		0						
			0		0						
			0		0						
			0		0						
Totals	0		0		0						
*Apply Unit Cost to total GSF based on primary space type											
Remodeling/Renovation											
Total Construction - New & Rem./Renov.					0	Total	0	Total	0		

SCHEDULE OF PROJECT COMPONENTS

ESTIMATED COSTS

	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Funded & In CIP
Basic Construction Cost							0
1. a. Construction Cost (from above)							0
Add'l/Extraordinary Const. Costs							0
b. Environmental Impacts/Mitigation							0
c. Site Preparation							0
d. Landscape/Irrigation							0
e. Plaza/Walks							0
f. Roadway Improvements							0
g. Parking ___ spaces							0
h. Telecommunication							0
i. Electrical Service							0
j. Water Distribution							0
k. Sanitary Sewer System							0
l. Chilled Water System							0
m. Storm Water System							0
n. Energy Efficient Equipment							0
Total Construction Costs	0	0	0	0	0	0	0
2. Other Project Costs							0
a. Land/existing facility acquisition							0
b. Professional Fees							0
c. Fire Marshall Fees							0
d. Inspection Services							0
e. Insurance Consultant							0
f. Surveys & Tests							0
g. Permit/Impact/Environmental Fees							0
h. Artwork							0
i. Moveable Furnishings & Equipment							0
j. Project Contingency							0
Total - Other Project Costs	0	0	0	0	0	0	0
ALL COSTS 1+2	0	0	0	0	0	0	0

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL		0	TOTAL		0	0

APPENDIX A
TABLE 4
SUMMARY FINANCIAL PROJECTIONS TO FULL IMPLEMENTATION

Fiscal Year Ending June 30		Year 1	Year 2	Year 3	Year 4	Year 5
		2012 (partial year)	2013	2014	2015	2016
Revenues						
General Operations						
Carry Forward from Prior Year		0	0	0	0	0
General Revenue/Lottery						
State Allocations (GR/Lottery)		0	0	0	0	0
Tuition/Tuition Differential and Fees						
Tuition (Matriculation)		137,858	328,312	455,297	458,396	480,094
Tuition (Differential, 70% UG Support)		27,452	45,022	61,493	62,591	70,278
Out of State Student Tuition Fees		0	0	0	0	0
Research Trust Funds (by title)						
XYZ Trust Fund		0	0	0	0	0
Financial Aid and Academic Related Fees						
Financial Aid		6,871	16,349	22,672	22,826	23,910
Tuition (Differential, 30% Financial Aid)		11,765	19,295	26,354	26,825	30,119
Out of State Financial Aid		0	0	0	0	0
Student Technology Fee		6,871	16,349	22,672	22,826	23,910
Student Distance Learning Fee		0	0	0	0	0
Other Fees (Material/Supply), Facility/Equipment, etc.)		0	0	0	0	0
Other Revenues						
List		0	0	0	0	0
List		0	0	0	0	0
Total Revenues		190,817	425,326	588,487	593,465	628,310
Expenses						
General Operations						
Compensation and Employee Benefits		12,808	25,615	25,615	25,615	25,615
Shared Services		68,907	164,089	227,555	229,105	239,952
Incremental Shared and/or Contractual Services Costs		0	0	0	0	0
Library Services/e-Collections		0	0	0	0	0
Contractual Services		15,000	52,000	55,000	57,000	60,000
Plant Costs and Operating Supplies		5,000	7,000	10,000	10,000	10,000
Financial Aid, Scholarships, Stipends		18,636	35,644	49,026	49,651	54,029
Equipment		65,000	15,000	5,000	5,000	5,000
List:		0	0	0	0	0
List:		0	0	0	0	0
Total Expenses		185,350	299,348	372,196	376,371	394,596
Operating Net Revenues Over Expenses		5,467	125,978	216,291	217,094	233,714

NOTE: Add Year columns as necessary to cover the period of time needed for full implementation.



**FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
FULL BOARD MEETING**

Friday, June 29, 2012
3:00 pm
Via Conference Call
Trustee Dial-in Number: 1-800-741-5804

AGENDA

- | | |
|---------------------------------------|-----------------------|
| 1. Call to Order and Chair's Remarks | Chairman Albert Maury |
| 2. Action Items | |
| BT1. Honorary Degree Nominations | Douglas Wartzok |
| BT2. Approval of New Educational Site | Howard R. Lipman |
| 3. New Business <i>(If any)</i> | Albert Maury |
| 4. Concluding Remarks and Adjournment | Albert Maury |

Conference Call information:

- Please call 1-800-741-5804, promptly at 3:00 pm on Friday, June 29, 2012
- If you are disconnected, please redial the conference call number
- If you have any problems with the above, please contact the Board of Trustees office at 305.348.6495

Please Note: You will be asked to identify yourself to the operator. This information will be used for attendance purposes only.

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**THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES**

June 29, 2012

Subject: Approval of New Educational Site

Proposed Board Action:

The Florida International University Board of Trustees hereby approves the Jewish Museum of Florida, Inc. (“JMOF”) Gift Agreement in substantially the form attached hereto; delegates to the University President and the Foundation President & CEO the authority to finalize all exhibits thereto; and approves the establishment of the JMOF-FIU facilities in Miami, Beach, Florida as a “special purpose center” of Florida International University.

Background Information:

The JMOF is a not-for-profit corporation of the State of Florida whose secular mission is to collect, preserve and interpret for the public the material evidence of the Florida Jewish experience from at least 1763 to the present to Jews, non-Jews, Florida residents and visitors alike.

The JMOF operates a museum facility located at 301-311-321 Washington Avenue, Miami Beach, Florida (the “Property”), that includes, but is not limited to, a collections archive and research library and promotes the education, research and study of Jewish art, culture and history through exhibitions, public programs and other community outreach efforts.

On June 9, 2012, the FIU Foundation, Inc. accepted a gift of the Property and other assets of the JMOF, for the purpose of potentially relocating FIU’s Judaic Studies program to the Property and operating the Property as the Jewish Museum of Florida – FIU consistent with the FIU Academic Plan attached hereto.

Legal Authority:

Florida Board of Governors (BOG) Regulation 8.009(1)(c) defines a “special purpose center” as “a unit of a university, apart from the main campus, that provides certain special, clearly defined programs or services, such as research or public service, and reflects a relatively permanent commitment by a university for the foreseeable future, not an occasional, time-limited, or transitory activity, in facilities which are university-owned, university-leased, or jointly used with another public institution.

BOG Regulation 8.009(3)(d) provides that “[e]stablishing, reclassifying, relocating, or closing an additional campus or special purpose center, including acquiring real property for such educational sites, shall be approved by the university board of trustees and, subsequently, the Board of Governors.”

Supporting Documentation: Jewish Museum of Florida – FIU Gift Presentation
FIU-JMOF Integration five-year (2012-17) Academic Plan
Gift Agreement between the JMOF and the FIU Foundation, Inc. and the FIU Board of Trustees

Facilitator/Presenter: Howard R. Lipman

FIU-JMOF INTEGRATION 5-YEAR PLAN (2012-2017)

Vision: The Jewish Museum of Florida (JMOF) presents research and teaching opportunities for FIU students and faculty in Judaic Studies along with Sephardic Studies as well as Ethnicity Studies, Public History, and World Religions, among other interdisciplinary programs involving departments and centers both in and out of the School of International and Public Affairs (SIPA) in addition to vigorous outreach activities actively engaging the larger Jewish and other religious or ethnic communities on Miami Beach and throughout the greater South Florida region. All project aims in the three main areas of Curriculum Development, Academic Programs, and Events and Engagement fully align with FIU's strategic planning goals of enhancing education in globalization, developing international and area studies programs, and fostering community engagement through excellence in scholarship, creative activities, and service.

Curriculum Development

- Intensifies** collaboration within a number of units in SIPA and CAS, including the History and Religious Studies departments as well as programs in European Studies, Judaic Studies, Middle East Studies, Sephardic Studies, and Spirituality
- Locates** the Judaic Studies program and the Sephardic Studies programs at the JMOF as a means of deepening the understanding of the history, culture, identity, and religious beliefs and values of life in Florida, the Caribbean, and beyond to encompass many of the major world religious traditions
- Classes** from several different departments will be held at JMOF and will examine exhibits and archives on a regular basis in support of credit and non-credit degree and certificate programs, including a reinvigorated certificate in Judaic Studies with an Online component plus a new cost-plus MA in "Managing Cultural Resources, for which the JMOF plus the Wolfsonian Museum are key assets to make the program attractive and give FIU an advantage over everyone in Florida in this area

Year I (2012-2013)

- Launch established courses from various departments including History, Literature, Religion and Sociology at JMOF including –
 - LIT 3170 Topics in Literature and Jewish Culture
 - REL 3308 World Religions
 - REL 5605 Studies in Judaism (GRAD)
 - REL 5618 Modern Judaism (GRAD)
 - SYD 4606 World Jewish Communities
 - WOH 3282 Modern Jewish History

Year II (2013-2014)

- Integrate existing and new course development with the museum's permanent collection, archives, and exhibits by launching classes on public cultural history and resources –
 - GSS XXXX Religious Identity and Ethnicity
 - HIS 4935 Capstone Seminar with focus on Ethnic History
 - HIS 5067 Public History (GRAD)
 - HIS 4941 and 6942 Public History Internships at Undergrad and Grad levels
 - LIT 3674 Literature of the Jewish Immigration Experience

LIT 3673 Migrant Stories: Literature of the Immigration Experience
REL XXXX Jewish Women and Society

Year III-IV (2014-2016)

- Develop new focus on Israel and World Affairs by creating and launching new courses –
 - CPO 4401 Arab Israeli Conflict
 - CPO XXXX Israel and U.S. Foreign Relations
 - EUH 4033 Nazism and the Holocaust
 - HIS XXXX Israel in the 20th century
 - REL 3672 Religion and Society in Israel
 - REL 4312 Jews of Asia
 - REL 5628 Jewish Thought and Thinkers (GRAD)
 - REL 5394 Jewish Mystical Texts (GRAD)
- Launch regular online core courses for certificate program–
 - REL 3308 World Religion
 - Newly developed courses such GSS XXXX Religious Identity and Ethnicity

Year V (2016-2017)

- Have sufficient flow of online courses for the Judaic Studies Certificate as an online program

Academic Programs

- Form** and administer newly revised and enhanced Certificate in Judaic Studies that integrates Sephardic Studies as well as Israeli and Middle Eastern studies
- Establish** interdisciplinary workshops in Judaic studies for public and private school teachers
- Develop** new cost-plus MA and certificate programs by mobilizing various SIPA units in connection with JMOF in “Managing Cultural Resources,” including training students, exhibit design, museum studies, public history, and archival collections in addition to cataloging ethnicity data, in a collaborative association with the FIU-Wolfsonian and Frost museums.

Year I (2012-2013)

- Submit revised and expanded Judaic Studies Certificate requirements to university curriculum committee
- Design additional certificate courses emphasizing the role of globalization and the importance of area studies in relation to Judaic Studies

Year II (2013-2014)

- Launch new Certificate based at JMOF with some courses also held at MMC
- Create new cost-plus Continuing Education program providing certification for religious teachers in Jewish synagogues, day schools, and related institutions
- Develop another Continuing Education program with broader appeal in Exile/Ethnicity/Diaspora Studies

Year III-IV (2014-2016)

- Enroll a minimum of 20 students in the Certificate program
- Enhance continuing education programs expanding to 25 participants

-Launch Cost-Plus programs - credit and non-credit - in “Managing Cultural Resources”

Year V (2016-2017)

-Hire two historians with methodological expertise in museums, memory, artifacts and public presentation of the past

Events and Engagement

-**JMOF** will host speakers’ series, conferences, workshops, non-credit outreach activities in their newly renovated building (capacity 400)

-**Collaborations** with other departments and programs in SIPA, CAS (such as English with a focus on both Literature and Creative Writing), and the University (especially CARTA in addition to Colleges of Business, Education, and Law)

-**Engagement** activities to be held on major Jewish holidays related to museum events

-**Cooperation** with local synagogues and other museums and community organizations in South Florida

Year I (2012-2013)

-Create an internal steering committee consisting of faculty and museum staff to plan and evaluate activities

-Begin workshop/speaker series in Judaic Studies in collaboration with other area studies programs, where there is significant representation or issues related to Judaic, such as Asian Studies, European Studies LACC, and Middle Eastern Studies

-Develop and hold one major conference as the start of an annual series on such topics that would be featured in JMOF exhibits as – “Jewish Experience in Eastern Europe,” “The Life and Writings of Isaac Bashevis Singer” and “Lifestyles of Jewish Women”

-Formulate action plans with programs in Humanities, Exile studies, Middle East studies, European studies that leverage interdisciplinary humanities and social sciences approaches

Year II (2013-2014)

-Form an external advisory board consisting of eminent members of the Judaic community as well as representatives of other religious and cultural organizations

-Implement program collaborations to include Exile Studies, and the Study of Spirituality among other programs

-Continue speakers and conference series with a total of 600 participants/attendees

-Develop internships with at least 6 graduate and 10 undergraduate students

Year III-IV (2014-2016)

-Complete midstream assessment of degree and effectiveness of community engagement efforts

-Expand events and engagement, including internship opportunities for students

Year V (2016-2017)

-Ongoing evaluations by internal steering committee and external advisory board

-Exceed 1000 participants per year in events and engagement activities at JMOF

GIFT AGREEMENT

between

JEWISH MUSEUM OF FLORIDA, INC.

and

FLORIDA INTERNATIONAL UNIVERSITY FOUNDATION, INC.

and

THE FLORIDA INTERNATIONAL UNIVERSITY BOARD OF TRUSTEES

This Agreement is entered into as of _____, __, 2012 by and among the **Jewish Museum of Florida, Inc.** (“JMOF”), the **Florida International University Foundation, Inc.** (the “Foundation”), and **The Florida International University Board of Trustees** (the “University” or “FIU”).

WHEREAS, JMOF is a not-for-profit corporation of the State of Florida whose mission is to collect, preserve and interpret for the public the material evidence of the Florida Jewish experience from at least 1763 to the present to Jews, non-Jews, Florida residents and visitors alike; and to examine how Jews form part of a dynamic mosaic of ethnicities, all seeking to balance the continuity and traditions of their heritage with the values and customs of a larger society;

WHEREAS, a focus of JMOF is to explore the richness and diversity of Jewish life, the unique ways in which Florida Jews influence and are influenced by the historic and cultural dynamics of Florida, the nation, and the world, and issues of discrimination against all peoples in Florida over the course of its history;

WHEREAS, the Museum, as hereinafter defined, is dedicated to multi-cultural education and demonstrates through exhibitions, public programs, and a collection of archival materials how the challenges of the immigrant experience are shared by all ethnicities in this diverse State of Florida;

WHEREAS, central to meeting its mission, the JMOF owns and maintains a museum facility located in Miami Beach, Florida (the “Museum”) that includes, but is not limited to, a collections archive and research library and promotes the education, research and study of Jewish art, culture and history through exhibitions, public programs and other community outreach efforts;

WHEREAS, the University has a Department of Religious Studies that offers undergraduate and graduate educational programs relating to all of the major religions of the world, and a Judaic Studies Program in the School of International and Public Affairs, which offers a certificate program in Judaic Studies and more broadly educates University students, faculty, and the South Florida community about Jewish history, culture, religion, literature, political science, and international relations;

WHEREAS, the University and Foundation desire, consistent with their teaching, research and philanthropic service missions, to enter into this Gift Agreement and acquire and operate the Museum with the intent to expand the University's cultural offerings in the Miami-Dade area and enhance and potentially expand its academic programs and research endeavors, including relocating the FIU Judaic Studies Program and enhancing other academic programs and research resources for faculty and students; and

WHEREAS, the above recitals shall hereinafter collectively be referred to as the "JMOF-FIU Mission."

WHEREAS, the University, the Foundation and JMOF each agree that this gift agreement and the commitments each party is making herein is in its best interests.

THEREFORE, in consideration of the following gifts made by the JMOF to the Foundation and University and the commitments of the University and the Foundation contained herein, and subject to the approval of the JMOF's Board of Directors, the University's Board of Trustees and the Foundation's Board of Directors or Executive Committee, the parties agree as follows:

I. Gift to the Foundation and/or University

Subject to the provisions of this Agreement, JMOF agrees to make the following gifts to the Foundation or University, as applicable (collectively, the "Gift"):

A. Real Property. JMOF agrees to convey to the Foundation (or a single member limited liability company of which the Foundation is the sole member that the Foundation may designate not less than

twenty (20) days prior to the Closing Date, as hereinafter defined) the property located at 301-311-321 Washington Avenue, Miami Beach, Florida, described more fully in Exhibit A attached hereto, together with all improvements, furnishings, fixtures, equipment and appurtenances thereon (the “Property”), pending the Foundation’s standard due diligence associated with real estate transactions. JMOF agrees to transfer the deed to the Property, subject to the existing mortgage attached hereto as Exhibit B (the “Mortgage”), and execute any documents that may be necessary to complete the transaction. The Foundation agrees to assume all of the obligations under the Mortgage. Once accepted, the Property shall be used exclusively in support of the JMOF-FIU Mission, consistent with the existing use restrictions relating to the Property. The Foundation agrees to maintain the Property in accordance with all applicable historic preservation requirements.

B. Collection. JMOF agrees to convey to the University all of its right, title and interest in and to all objects, artifacts, papers photographs and negatives, oral histories and any other materials constituting the JMOF collection, archives and research library, as described more fully in Exhibit C attached hereto (the “JMOF Collection” –known as the Collections of the Jewish Museum of Florida, originated by Marcia Jo Zerivitz, Founding Executive Director). The JMOF Collection shall be held exclusively for preservation, research and public exhibition in accordance with American Association of Museum (“AAM”) standards and in furtherance of the JMOF-FIU Mission. All works accessioned into the JMOF Collection shall remain a part thereof in accordance with AAM collection management standards and/or guidelines. In view of its special importance to the JMOF-FIU Mission, the JMOF Collection or portions thereof shall maintain a physical presence at the Property, provided, however, that the Collection or portions thereof may from time to time be located or housed outside the Property as the circumstances may require, if determined appropriate by the Director in consultation with the Dean of the College of Arts & Sciences and the JMOF Advisory Board established pursuant to Section II.H herein.

C. Endowment and Financial Assets. The JMOF agrees to transfer to the Foundation all of its endowed funds (the “Endowment”), cash and cash equivalents, certificates of deposit, money market funds, equity, mutual funds and any other investment or other fund accounts, as more fully described in Exhibit D (collectively, the “Financial Assets”), except for the sum of \$_____ which JMOF shall retain for corporate expenses. Funds currently held by JMOF as an Endowment shall be held by the Foundation as trustee. Future gifts that are designated for the Endowment shall be added to the

Endowment, consistent with each donor's intent . The Advisory Board shall be consulted with respect to any use of the principal of the Endowment for JMOF-FIU operations and any such use of the principal of the Endowment shall require the approval of the board of directors of the Foundation after consultation with the Director. The Foundation agrees to administer the Financial Assets in accordance with applicable laws relating to the use of endowed funds and each donor's original intent (as specified in writing and provided to the Foundation by JMOF at Closing), and in consultation with the Director will establish separate accounts in order to receive and segregate the Financial Assets and other funds raised for the benefit of the JMOF-FIU's operational and programming needs. Gift pledges received by JMOF after the date of this Agreement shall also be transferred to the JMOF-related accounts within the Foundation. All funds transferred to or received by the Foundation for the benefit of the Museum, the JMOF Collection or the JMOF-FIU Mission will be used exclusively to support the operation of the JMOF-FIU Mission and the care and preservation of the Museum and its operations, programming and outreach efforts.

D. Other Property and Equipment. JMOF agrees to convey to the [Foundation or University] all of its assets and interests in other property (office equipment, furniture, and other personal property) held by the JMOF more fully described in Exhibit E attached hereto.

E. Assumption of Obligations. The University or the Foundation, as appropriate, agree to assume the contractual or other obligations and liabilities of JMOF set forth in Exhibit F. To the best of the JMOF's knowledge, JMOF represents that all material liabilities with respect to the matters set forth in Exhibit F, whether matured or unmatured, fixed or contingent, have been disclosed to the University and Foundation.

E. Employees. Commencing as of the Closing Date of the transfer of the assets described in this Article I, University agrees to make offers of employment to all JMOF employees employed on such date at the same base salary they are earning as of that date, as more fully set forth in Exhibit F, provided that all offers, terms, conditions and benefits of employment at University shall be subject to the University's standard personnel policies, terms and other requirements. The Director shall be employed pursuant to her existing agreement, attached as Exhibit G, in accordance with its terms.

F. No Representations. EXCEPT FOR THE WARRANTIES OF TITLE IN THE DEED AND BILL OF SALE TRANSFERRING THE PROPERTY, COLLECTION AND OTHER PERSONAL PROPERTY BEING CONVEYED PURSUANT TO THIS GIFT AGREEMENT, JMOF, ITS BOARD OF DIRECTORS, OFFICERS AND AGENTS EXPRESSLY MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE TITLE, QUALITY OR FITNESS FOR PARTICULAR USE OF THE PROPERTY, THE JMOF COLLECTION OR OTHER PERSONAL PROPERTY CONSTITUTING THE GIFT AND THE UNIVERSITY AND THE FOUNDATION AGREE TO ACCEPT THE GIFT AS IS.

II. Operation of the Museum and the University's Curriculum Development

In furtherance of the JMOF-FIU Mission, the University agrees to take the actions described in this Article II and commits as follows:

A. The University will develop a presence for the FIU Judaic Studies Program at the Property and may hold classes at the Property with the intent of utilizing the JMOF Collection in support of credit and non-credit degree and/or certificate programs, including but not limited to a certificate in Judaic Studies and/or other course offerings that may be developed from time to time.

B. The University may develop interdisciplinary programs that align with the JMOF-FIU Mission, including Religious Studies, History, Ethnicity Studies and various programs in the School of International and Public Affairs and College of Arts and Sciences, including European Studies and Middle East Studies, among others.

C. The University shall be solely responsible for all curriculum and academic program development, in accordance with applicable federal and state laws and accreditation requirements. The University agrees to assign a faculty Academic Director to oversee academic program development and to coordinate operational issues with the Director of JMOF and JMOF Museum staff.

D. The University will operate the Museum and educational and outreach activities in accordance with the guidelines of the AAM and will maintain the Museum as a unit of the University within its

College of Arts & Sciences. The current schedule of operating hours and admission charges for the Museum is attached as Exhibit G. The Museum will be open to the public on a regular basis, provided, however, that the Director may establish the schedule for the Museum's operating hours and admission charges in consultation with the JMOF Advisory Board and approved by the Dean of the College of Arts and Sciences and in compliance with all applicable laws and University policies. The Museum will be operated and known as the "**Jewish Museum of Florida – FIU.**" Included in the assets being transferred to the Foundation/University at Closing, the JMOF will transfer to the University all right, title and interest in the name "Jewish Museum of Florida," including all copyright, trademark and related interests).

E. JMOF Director and appropriate staff and the University shall jointly develop an initial budget for the costs of operating, staffing, and maintaining the Museum (other than FIU academic program expenses) and shall, to the fullest extent possible, identify all operational efficiencies that may be available. The existing JMOF budget will continue as the initial annual operating budget for the Museum ("Operating Budget") until such time as an amended Operating Budget is prepared by the Director and approved by FIU after consultation with the Advisory Board and the Dean of the College of Arts and Sciences.

1. All revenues arising from the operation of the Museum and donations and grants (whether received by the Foundation or the University) generated for Museum operations and capital expenditures shall be used to support the JMOF-FIU Mission. It is the parties' expectation that revenues from Museum operations, donations with respect to the Museum (other than donations for capital expenditures) and income from the Endowment will be sufficient to fund the Museum's expenses.

2. In the event that during the first three years following the Closing Date, the Museum's actual revenues are insufficient to cover its budgeted expenses, the Director, in consultation with the Advisory Board, will work with the Dean to address the Operating Budget shortfall utilizing a combination of legally available funds from the College of Arts & Sciences, the Foundation and the Financial Assets.

3. The parties recognize that the annual Operating Budget will be adjusted from year to year, as appropriate, depending upon projected levels of revenues and expenditures, with the goal of ensuring the long-term success and viability of the JMOF-FIU Mission.

4. Academic programming and associated expenses will be funded by the University and/or the Foundation through sources other than funds generated for Museum operations, e.g., academically related

gifts, grants and the like.

F. The University, through the Museum staff to be employed within the College of Arts & Sciences, will preserve, operate and maintain the Collection and allow scholars, researchers and the public access to the Collection through exhibits and/or other public programs. The Museum's program offerings may include, without limitation, a speakers' series, conferences, workshops (including interdisciplinary workshops for private and public school teachers or students), non-credit outreach activities in collaboration with local congregations, museums, community organizations and various units of the University, or other programs or activities that may be developed from time to time.

G. The University and Foundation will provide the Museum with the same general administrative support afforded to other departments/units pursuant to University or Foundation policies, including but not limited to development, business and finance, information technology, human resources, legal support and the like.

H. The University will establish and maintain a JMOF-FIU Advisory Board ("Board" or "Advisory Board") for the Museum. In consultation with the Dean of the College of Arts & Sciences, the Board will develop Operating Procedures/Bylaws which may be amended from time to time, and which shall be generally consistent with the bylaws of other advisory boards of the University. The initial Operating Procedures/Bylaws shall provide that the Board will be initially comprised of 24 members of the current board of directors of JMOF, 6 other members of the community selected because of their support for the JMOF-FIU mission, and 3 university ex officio members selected by the University. The initial Operating Procedures/Bylaws shall further provide as follows: (1) Board Members shall be assigned three groups who shall serve initial terms of one, two and three years respectively. (2) Thereafter, members of the Board shall serve terms of three years unless a member resigns, dies or is removed. (3) The Board shall have a nominating committee who shall nominate members to replace members whose terms are expiring (who may be an individual whose term is expiring). Nominees shall be subject to approval by the full Board and confirmation by the University President or his or her University designee. The University President or his or her University designee shall have final authority over all appointments to the Board. The role of the Board shall be to advise the University with respect to matters relating to the operation of the Museum, including but not limited to fundraising, exhibitions, marketing and

communication plans (including but not limited to website development, logos, promotional tag lines and the like), community outreach events, public programs and the appointment and, if requested by the University, evaluation of the Museum's Director.

I. The Advisory Board shall be entitled to nominate the Chairperson of the Advisory Board and one other individual to serve on the FIU Foundation Board of Directors, subject to the concurrence of the President and CEO of the Foundation as to the individual candidates. The current President of the JMOF shall automatically serve on the FIU Foundation Board of Directors until such time as the Advisory Board is constituted and its chairperson is appointed. The second director shall be nominated by the Advisory Board once the Advisory Board is constituted.

J. The Museum's Director will report to the Dean of the College of Arts & Sciences or his or her designee. The Dean will appoint the Director in accordance with University policies and procedures. The Director will be responsible for hiring and firing of JMOF staff, subject to the approval of the Dean of the College of Arts & Sciences and in accordance with all applicable laws and University policies. The Advisory Board shall have input with regard to the selection of the Director and will be represented in any search and screen committee, if one is constituted.

K. The University and Foundation will ensure that funds raised for the operation and capital expenditures of the Museum through naming opportunities, sponsorships and the like will be used for the exclusive purpose of supporting the Museum and its programs. The University will honor and follow precedent of all prior naming rights commitments and any other commitments made by the JMOF, including but not limited to any naming rights previously conferred in connection with the JMOF Collection.

L. The Museum shall continue to maintain a membership program substantially similar to the current membership program of JMOF provided that changes to the Museum's membership program may be made after Closing, as necessary to effectuate the JMOF-FIU Mission and the Museum's best interests as they evolve over time. Any person is eligible for membership. All current members of JMOF that meet their membership obligations shall continue as members of the Museum, including all the privileges that go with membership.

III. Representations; Closing

A. The closing (the “Closing”) of the transfers described in Section I shall occur on such date, time and place as mutually agreed to by the parties (the “Closing Date”). At the Closing, JMOF shall deliver to the University or the Foundation all documents reasonably necessary to transfer the Property, the JMOF Collection, and the Financial Assets subject to the terms set forth in this Agreement, to the University or the Foundation, as the case may be. JMOF, University or the Foundation shall deliver any documents or consents necessary for the University or the Foundation, as the case may be, necessary to assign to the [University or Foundation] the agreements listed in Exhibit H attached hereto (the “Contracts”) and for the University or the Foundation to assume all of the liabilities and obligations of JMOF under the Contracts from and after the Closing Date.

B. This Agreement will be part of the Foundation’s records and shall be binding upon and govern those who will administer the fund in the future.

C. The University and the Foundation hereby represent and warrant to the JMOF that the University is a public body corporate of the State of Florida and an organization described in §§170(b)(1)(A)(ii) and 2522(a) of the Internal Revenue Code of 1986 (the “Code”), and the FIU Foundation, a direct-support organization of the University, is a Florida not-for-profit corporation described in §§170(b)(1)(A)(vi), 170(c), and 2522 of the Code as of the date of this Agreement.

D. Each of JMOF, University and the Foundation has full corporate power and authority to execute and deliver this Agreement and to perform its obligations hereunder, and such execution, delivery and performance has been duly authorized by all necessary corporate action by the each of JMOF, University and the Foundation. This Agreement constitutes the valid and legally binding obligation of each of JMOF, University and the Foundation, enforceable in accordance with its terms, subject to applicable bankruptcy, insolvency and other similar Laws affecting the enforceability of creditors’ rights generally, general equitable principles and the discretion of courts in granting equitable remedies. Each of JMOF, University and the Foundation represents to the other that the individual executing this Agreement on behalf of such entity has been authorized by all required corporate authority to execute this Agreement

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and bind such entity.

E. The University and/or the Foundation, as appropriate, agree to be wholly responsible for the performance of any obligations they have respectively agreed to assume under the Agreement, and in no event shall JMOF, its directors, officers or employees, bear any responsibility or obligation for the actions or omissions of the University or Foundation with respect to such obligations.

F. The parties acknowledge that JMOF shall remain a legal entity in perpetuity or until its board of directors adopts a plan of liquidation. Following the Closing, the JMOF shall amend its bylaws so as to provide for a maximum of a five-person board, appointed with input from the Foundation President & CEO. Given that the JMOF is a not-for-profit corporation with no members, the directors shall be self-perpetuating. The JMOF's function after the Closing shall include (i) to assist in accomplishing the full transition of the Museum as a unit within the FIU College of Arts & Sciences in accordance with the requirements of this Gift Agreement and (ii) if necessary, to enforce the provisions of this Gift Agreement as may be permitted by law. After the Closing Date, the JMOF shall not have or exercise any responsibility or authority over the Museum, its employees or with respect to any aspect of the Museum's operations, except to the extent of enforcement of this Agreement as may be permitted by law. Except as expressly set forth in this Agreement, the JMOF shall be solely responsible for its own actions or omissions, and in no event shall the University or Foundation bear any obligation or liability whatsoever with respect to such actions or omissions.

IV. Administration of the Gift

A. The Board of Directors of the FIU Foundation will manage the Property and Financial Assets in accordance with this Gift Agreement, applicable law and the policies of the Foundation, including but not limited to the FIU Foundation's investment and disbursement policies. The Financial Assets may be combined with other FIU Foundation assets for investment purposes but the Foundation shall account for the earnings of such assets separately.

B. The Foundation shall administer all new cash gifts raised by or for the benefit of the JMOF after the effective date of this Agreement in accordance with Foundation policies as may be amended from time to

time, including, but not limited, to the Foundation's Advancement Initiative policy.

C. Prior to Closing, JMOF agrees to allow the Foundation and the University to publish its name and information in various publications and press releases relating to this transformative Gift Agreement and the development of the JMOF-FIU Mission, with the consent of the Museum's Director and the President of the JMOF, which consent shall not be unreasonably withheld.

V. Changes in Circumstances; Disposition of the Gift under Extraordinary Circumstances

A. It is the intent of the parties to this Gift Agreement that it be administered in good-faith under the terms and conditions specified herein, in furtherance of the long-term best interests of the JMOF-FIU Mission. The parties recognize that the University's academic structure and institutional needs and requirements may evolve over time, and that the circumstances may require for the Gift to be administered by a new or different academic unit. Additionally, in the event that the Gift cannot be used as contemplated herein because of a Force Majeure event or Budgetary Constraints as defined in Section IV.B. and IV.C below, or if for other substantial and lawful reasons the JMOF-FIU Mission cannot be accomplished, then the parties agree that to rectify the situation the University may, in consultation with the Advisory Board and consistent with deed/mortgage restrictions and applicable laws, use the Gifts outlined herein for the most closely related purpose, or for such other purpose to foster and promote the growth, progress, and general welfare of the University, consistent with the JMOF-FIU Mission.

B. Force Majeure shall mean any interruption, failure, inability, or delay in performing hereunder, due to, without limitation, acts of God (such as a storm, flood or other natural disaster), acts of any government, war or other hostility, acts of terrorism or vandalism, civil disorder, the elements, fire, explosion, power failure, equipment failure, labor dispute or threat thereof, embargo, casualty, accident, change in law or other significant occurrence beyond the University's reasonable control such that the obligations set forth herein cannot be carried out.

C. Budgetary Constraints shall mean the occurrence, after collaborating with the Advisory Board to identify appropriate cost-cutting measures or other adjustments to the annual budget, of three consecutive

years of material net losses with respect to the Museum's non-academic operations, whereby the Museum's operating expenses exceed the revenues, donations or spendable endowment earnings generated by or for the benefit of the Museum.

D. Additionally, if necessary, the University may reduce or discontinue academic or other programs at the Museum and may, as a result of a Force Majeure event or to avoid or minimize Budgetary Constraints, make reasonable and appropriate changes in the operations of the Museum, including closure of the Museum should the circumstances require, provided such changes are made in good faith after consideration of the long-term best interests of the JMOF-FIU Mission. In the event the University determines that a permanent closure of the Museum is necessary, the University will work with the Advisory Board to the extent possible to avoid permanent closure and, if appropriate, to identify another entity willing to take ownership of the Property and assume the Museum's operations, provided that JMOF or a successor entity created by or designated by the Advisory Board shall have a right of first refusal to receive the assets and assume the liabilities of the Museum for the purpose of continuing to operate the Jewish Museum of Florida and maintain its mission. JMOF, if it is still in existence, or the Advisory Board if JMOF has dissolved or does not act, shall have 180 days to exercise such right of first refusal from the date of notice of the decision to close the Museum. Should there be a return of the property (including Collections and other fixed and real estate assets), this would also include the remaining Endowment and other funds related to JMOF, list of all donors, planned giving commitments and supporters of the Museum. In any such event, the University's sole obligation shall be to convey the Property, Collection, and any remaining financial assets dedicated to the operation and/or maintenance of the Museum (excluding any state funds or assets obtained with state funds) in accordance with the terms of this Agreement or any other gift or contribution agreement in an appropriate and equitable manner after making provision for the payment or assumption of outstanding liabilities of the Museum and reimbursement for any capital improvements made to the Property by the University or Foundation, provided that such reimbursement shall only be necessary if required by law.

V. **Miscellaneous**

A. **Governing Law.** This Agreement will be construed in accordance with the laws of the State of Florida without regard to the conflict of law provisions thereof, including, without limitation for the purpose of

determining the administration of the Endowment's assets. In the event of any action arising under this Agreement, the venue of such action shall lie exclusively within the state courts of Florida located in Miami-Dade County, Florida, and the parties hereto specifically waive any other jurisdiction and venue.

B. Severability. In the event that any provision contained in this Agreement is for any reason held to be invalid or unenforceable, such provision shall be ineffective to the minimum extent of such invalidity or unenforceability, and the remainder of this Agreement will remain valid and enforceable according to its terms with respect to all other circumstances.

C. Binding Effect. This Agreement shall be binding upon and inure to the benefit of the parties, their successors, trustees and assigns.

D. Entire Agreement. This Agreement and any documents incorporated specifically by reference represent the entire agreement between the parties and supersede all prior oral or written statements or agreements. This Agreement may not be amended or modified except by a subsequent written instrument duly executed by the parties.

E. Survivability. The representations, warranties and covenants contained in this Agreement shall survive the Closing.

F. Counterpart. This Agreement may be executed in any number of counterparts with the same effect as if all parties hereto had signed the same document. All counterparts shall be construed together and shall constitute one instrument.

G. Failure to Pursue Remedies. The failure of any party to seek redress for violation of, or to insist upon the strict performance of, any provision of this Agreement shall not prevent a subsequent act, which would have originally constituted a violation, from having the effect of an original violation.

H. Notices. All notices, requests, Claims, demands and other communications hereunder shall be in writing and shall be given (a) when delivered in person, (b) when dispatched by electronic facsimile transfer (with a confirmation report that the transmission was successful), (c) one business day after

having been dispatched by overnight delivery service from a national courier or (d) five business days after being sent by registered or certified mail (postage prepaid, return receipt requested), in each case, to the respective parties at the respective addresses or facsimile numbers specified below:

if to JMOF:

with a copy (which shall not constitute notice) to:

Greenberg Traurig, P.A.
401 East Las Olas Boulevard
Suite 2000
Fort Lauderdale, FL 33301
Attention: Harry J. Friedman
Telephone: (954) 765-0500

If to the University or the Foundation:

or to such other address as the Person to whom notice is given may have previously furnished to the others in writing in the manner set forth above.

I. Compliance with All Laws. The parties shall comply with all applicable federal, state and local laws in performing the Agreement terms.

J. Effective Date. The effective date of this Agreement shall be the date on which it is fully executed.

IN WITNESS WHEREOF, the undersigned have executed this agreement on the date(s) indicated.

Signed _____ Date _____

Linda Zilber
President, Jewish Museum of Florida, Inc.

Signed _____ Date _____

Jo Ann Arnowitz
Secretary, Jewish Museum of Florida, Inc.

Signed _____ Date _____

Kenneth G. Furton
Dean, College of Arts and Sciences
Florida International University

Signed _____ Date _____

Howard R. Lipman
President and CEO, Florida International University Foundation, Inc.

Signed _____ Date _____

Mark B. Rosenberg
President, Florida International University

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Center for the Advancement of
Jewish Education

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Gary J. Yarus

July 30, 2012/11 Av 5772

Board of Governors
Florida State University System
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399-0400

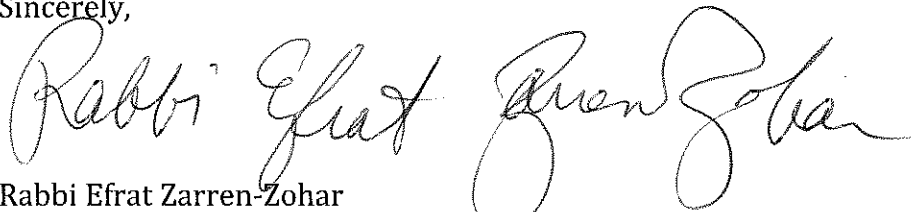
To Whom It May Concern:

I have read about the acquisition by Florida International University of the Jewish Museum of Florida, Miami Beach. This is a welcome development, and I am writing to express the support of The Center for the Advancement of Jewish Education for this forward-looking partnership. The upgrade of the Museum that will result from this partnership, as well as the accessibility of FIU courses, seminars, and lectures as this beautiful facility, are in everyone's interest.

I also understand that FIU will offer courses in Jewish Studies at the Museum. We at CAJE especially welcome this resource. We need well-trained professionals for South Florida's Jewish schools and institutions.

In short, I urge the Board of Governors to approve FIU's request to establish a special purpose center at the Jewish Museum of Florida-FIU.

Sincerely,



Rabbi Efrat Zarren-Zohar
Director of Adult Jewish Learning and Growth

הסוכנות המרכזית לחינוך יהודי



FAIRCHILD TROPICAL BOTANIC GARDEN

Exploring, Explaining and Conserving the World of Tropical Plants

30 July 2012

Dr. Kenneth Furton,
Dean of the College of Arts and Sciences,
Dean's Office, ECS 450,
Florida International University,
11200 SW 8th Street,
Miami, FL 33199

Dear Dean Furton,

I am writing to express my support for Florida International University to offer a range of material and cultural programs, including museum and curatorial studies, at FIU's newest museum, the Jewish Museum of Florida. I understand this facility will provide a range of courses and events working with a full range of FIU faculty and partner institutions. I am particularly keen to see courses delivered that will build skills in the management, curation and interpretation of natural history collections, and in the use of museum collections for community education. I also would be interested in exploring opportunities for internships and work experience programs in collaboration with Fairchild Tropical Botanic Garden.

I look forward to participating in this new venture and working with the FIU team,

Sincerely,



Carl E. Lewis, Ph.D.
Director

FIU | Frost Art
Museum
FLORIDA INTERNATIONAL UNIVERSITY

10975 SW 17th St.
Miami, FL 33199

t: 305.348.2890
f: 305.348.2762
e: artinfo@fiu.edu
http://thefrost.fiu.edu

July 31, 2012

Dean Kenneth Furton
College of Arts and Sciences
Florida International University

To Dean Furton:

I have recently been informed about the acquisition by Florida International University of the Jewish Museum of Florida, Miami Beach. This is a most welcome development, and I write to express the support of the Frost Art Museum in this unique collaboration of FIU's three museums with our regional cultural institutions. I am also writing in support of an advanced degree in Arts Administration/Museum Studies program to enhance these partnerships and expand upon the Museum Studies Certificate that the College of Architecture and the Arts and the Department of Art and Art History and Frost Art Museum have developed successfully over the past 9 years. It is time to respond to the interests of our students in this very important arts community of Miami to improve their education in the field with a Master of Arts that would include various tracks for the many fields that art administration represents for our three museums and beyond.

I support the Jewish Museum at FIU and look forward to new partnerships and academic collaborations.

Sincerely,



Carol Damian

Director and Chief Curator
The Patricia & Phillip Frost Art Museum

July 31, 2012

Dean Kenneth Furton
College of Arts and Sciences
Florida International University

To Dean Furton:

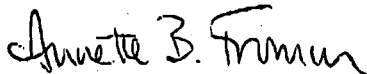
I have recently been informed of the acquisition of the Jewish Museum of Florida, Miami Beach, by Florida International University. This brings the number of exemplary museums at FIU to three with the Patricia and Phillip Frost Art Museum and the Wolfsonian-FIU, a most welcome development.

I am also writing in support of an advanced degree in Museum Studies/Arts Administration to enhance these partnerships and to expand upon the well-established and respected Museum Studies Graduate Certificate which the College of Architecture and the Arts, the Department of Art and Art History, and Frost Art Museum successfully established over the past 9 years. This is an intensely interdisciplinary program; students enroll in courses offered by the School of Art and Art History, the History Department, Public Administration, Education and other FIU departments to fulfill requirements of the Certificate.

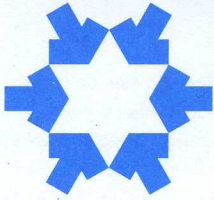
Now is the perfect time to respond to the interests of our students and the arts, history, and preservation community of Miami and the region to increase opportunities for advancement in the field with a Master of Arts that would include various tracks for the many fields represented by our three museums and beyond.

I write to express the support of the Graduate Certificate of Museum Studies in this unique collaboration of FIU's three museums with our regional cultural institutions. I look forward to the new partnerships, the growth of the program, and continued academic collaborations.

Yours sincerely,



Annette B. Fromm, Ph.D.
Coordinator, Museum Studies



Greater Miami Jewish Federation

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MYRON J. "MIKE" BRODIE

Board of Governors
Florida State University System
Tallahassee, Florida

To Whom It May Concern:

I have read about the acquisition by Florida International University of the Jewish Museum of Florida, Miami Beach. This is a most welcome development, and I write to express the support of the Greater Miami Jewish Federation for this forward-looking partnership. The upgrade of the Museum that will result from this partnership, as well as the accessibility of FIU courses, seminars, and lectures at this beautiful facility, are in everyone's interest.

I also understand that FIU will offer courses in Jewish Studies at the Museum. We at the Greater Miami Jewish Federation especially welcome this resource, as well-trained professionals for South Florida's institutions are always in demand.

In short, I urge the Board of Governors to approve FIU's request to establish a special purpose center at the Jewish Museum of Florida-FIU.

Sincerely,

Jacob Solomon
President and Chief Executive Officer

The Mission of the Greater Miami Jewish Federation is to mobilize human and financial resources to care for those in need, strengthen Jewish life and advance the unity, values and shared purpose of the Jewish people in Miami, in Israel and around the world.



MONTGOMERY BOTANICAL CENTER

Advancing Research, Conservation, and Education through Scientific Plant Collections
ESTABLISHED 1959

July 31, 2012

Dr. Ken G. Furton,
Dean of the College of Arts and Sciences
Dean's Office, ECS 450
Florida International University
11200 SW 8th Street
Miami, FL 33199

Dear Dr. Furton,

I am writing to express my enthusiasm for Florida International University to offer a range of material and cultural programs, including museum and curatorial studies, at FIU's newest museum, the Jewish Museum of Florida. I understand this facility plans to provide a range of courses and events working with a full range of FIU faculty and partner institutions.

Thus, I am particularly keen to see courses delivered that will build skills in the management, curation and interpretation of botanic garden living collections. I also would be interested in exploring opportunities for internships and work experience programs in collaboration with the Montgomery Botanical Center.

As you know, I enjoy a very productive relationship with the FIU College of Arts and Sciences. I also look forward to this new venture at FIU.

Sincerely,

M. Patrick Griffith, Ph.D.
Executive Director

C: Mike Maunder
Elizabeth Greb

July 30, 2012

Board of Governors
Florida State University System
Tallahassee, Florida

To Whom It May Concern:

As an organization that frequently partners with the Jewish Museum of Florida, we are thrilled to read about the acquisition by Florida International University. The resulting enhancement to the Museum, as well as the accessibility of FIU courses, seminars, and lectures at this important institution, are in everyone's interest.

I also understand that FIU will extend its Museum Studies courses to include the Jewish Museum. At Next@19th we are especially thrilled by this as it will tremendously upgrade the discourse surrounding Jewish culture in South Florida and increase the population of well-trained professionals for South Florida's Jewish institutions and rich diversity of arts organizations, museums and galleries.

Thus, I urge the Board of Governors to approve FIU's request to establish a special purpose center at the Jewish Museum of Florida-FIU.

Sincerely,



Jenni Person, MFA
Director



NATIONAL TROPICAL BOTANICAL GARDEN

Chartered by Congress to Create a National Resource in Conservation, Research, and Education

30 July 2012

Dr Ken G. Furton,
Dean of the College of Arts and Sciences,
Dean's Office, ECS 450,
Florida International University,
11200 SW 8th Street,
Miami, FL 33199

Dear Dr Furton,

I am writing to express my support for Florida International University to offer a range of material and cultural programs , including museum and curatorial studies, at FIU's newest museum, the Jewish Museum of Florida. I understand this facility will provide a range of courses and events working with a full range of FIU faculty and partner institutions.

I am particularly keen to see courses delivered that will build skills in the management, curation and interpretation of botanic garden living collections. I also would be interested in exploring opportunities for internships and work experience programs in collaboration with the National Tropical Botanic Garden and our Miami garden the Kampong.

I look forward to participating in this new venture and working with the FIU team to build capacity in both the museum and botanic garden communities as we share the same issues regarding curation of collections and interpretation not to mention excellence in management practices.

Sincerely,

Chipper Wichman, Director and CEO

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2012**

SUBJECT: State University System Student Health Insurance Purchasing Group:
2012 Update

PROPOSED COMMITTEE ACTION

For Information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Health insurance coverage for state university students has been considered by the Board of Governors Student Affairs Committee for many years and system-wide task forces have periodically reviewed policy and coverage issues and provided updates to the Board. A March 2010 SUS task force, consisting of vice presidents, health center directors, and representatives from university business affairs, general counsels, financial aid, counseling, and students produced a report that included a call for a SUS Workgroup to develop a plan for the establishment of a purchasing consortium for state universities.

Following a year of planning in conjunction with the Gallagher Koster brokers, a SUS Consortium was established for the 2011-12 academic year, with a model plan for comprehensive coverage and services to participating students. United HealthCare was selected as the carrier and five universities elected to participate in the initial year of the SUS Purchasing Group. A System workgroup, chaired by FGCU Vice President for Student Affairs Dr. Michael Rollo, met regularly to monitor the progress of the Group.

At this committee meeting, a brief report will be presented that provides summary data on this voluntary SUS Purchasing Group, including participation rates, health insurance coverage areas, and premiums. Plans for the 2012-13 year will be discussed in light of recently enacted federal health care legislation.

Supporting Documentation Included: 2012 Summary Report

Facilitators/Presenters: Dr. J. Michael Rollo, FGCU Vice
President for Student Affairs

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Arthur J. Gallagher Risk Management Services, Inc.

FLORIDA STATE UNIVERSITY SYSTEM STUDENT HEALTH INSURANCE PURCHASING GROUP

Board of Governors Academic & Student Affairs Committee August 20, 2012 Program Report

Historical Overview

- The Board of Governors Student Affairs Committee approved a State University System (SUS) Task Force on their Student Health Insurance report in March 2010. The report made recommendations including the call for a SUS Workgroup to develop a plan for establishing a purchasing consortium for state universities.
- The SUS Council of Student Affairs (CSA) appointed a SUS Student Insurance Work Group (SIWG) to explore consortium viability within SUS. The workgroup included vice presidents, health center directors, and representatives from university business affairs, general counsels, financial aid, counseling, and students.
- There is no mandate by the Board of Governors to require participation in a SUS Consortium, participation by institutions was voluntary. Each university administration reviewed its current health insurance conditions and obligations and made a decision regarding consortium membership for 2011-12 and going forward.
- The University of South Florida coordinated the staff administrative functions for the development of a system RFP for Brokerage Services to support the consortium. The contract allows for two initial terms and “evergreen” renewal status as long as the termination provisions are not executed.

2011-2012 SUS Student Health Insurance Consortium: Observations and Results

- Five campuses (UCF, UNF, FGCU, USF, and UWF) decided to participate in the SUSF insurance program, underwritten by UnitedHealthcare. Each university achieved an improved plan design, flexible enrollment process, and competitive pricing compared to staying “status quo” with their previous broker/carrier. The SUSF offered two plans; both provided greater coverage than the expiring plans and also included many of the “proposed” PPACA requirements.
- Since there is no mandate for the campuses to participate, the structure of the program is more of a purchasing group of shared services than a traditional “consortium.” Therefore, it was decided by the participating universities that they would determine their own “individual rates” for the Voluntary and Hard Waiver Plans due to various enrollment levels and demographics by campus. Though there is no shared composite rate structure, this arrangement has benefited the institutions with reduced administrative expense, profit sharing arrangement, improved coverage, quality of partners and responsive customer services for all campuses/students.

Overall enrollment for all campuses is approximately 8,800. The majority of the enrollment is driven by UCF and USF sponsored students. The SUSF program has allowed participating institutions, with small enrollment, to offer options to students that would not be available if they purchased a plan on their own. Many of the insured students are over the age of 26, and therefore would not be eligible to stay enrolled on their parent's plan as part of the PPACA mandate. Campus contacts have reported that enrollment is down for the voluntary group, due to premium cost for this plan.

Gallagher Koster creates monthly claims reports that are shared and discussed with each institution's contacts during our monthly conference calls. At this time, the aggregate claims loss ratio is 69% for all schools and plans. This percentage is the combined results of the voluntary plan, 92% and the hard waiver plan, 59%.

Voluntary plans continue to be subjected to adverse selection and fortunately the Hard Waiver Plans are available to "subsidize" the entire program. In addition, the program has paid for several claims over \$25,000, which are considered to be 'high dollar' claims. As of July 30, high dollar claims represented 29% of total paid claims. The University of South Florida experienced the highest percentage of high dollar claims. Fortunately, the program offers a \$250,000 plan maximum per condition which has guaranteed that these students have not been "uninsured" when these medical situations have occurred.

On behalf of the SUS Program, Gallagher Koster negotiated with UnitedHealthcare to underwrite the program at a 78% targeted permissible claims loss ratio. This permissible claims loss ratio is higher than the industry standard for the 11-12 policy year and helped all campuses when establishing the initial rates and the 12-13 renewal. The underwriter will consider the claims loss ratio to be completed as of March 1, 2013. It is anticipated that the final loss ratio percentage will be in the high 80s.

2012-13 Renewal and PPACA Requirements

Initial renewal discussions began in January with the existing institutions. In addition, two other campuses expressed an interest in getting a quote for the SUSF program; FIU and FAU. Both campuses were contacted by Gallagher Koster to discuss the requirement of participating in the program, i.e. standardized plan designs and enrolling students in the correct plan based on hard waiver versus voluntary enrollment. Both FIU and FAU provided us with the claims data available to them from their current broker.

On March 15, 2012, the final version of the HHS rule governing student health plans compliance with PPACA was released. The Rule mandated the following changes to the existing plan designs:

1. Eliminated all internal benefits limits/caps on essential benefits; pharmacy, outpatient physician/lab/x-ray services, mental health, etc.
2. Added coverage for Preventive Care Services, including immunizations at no cost sharing (100%) for in network providers.
3. Added 100% coverage for contraceptive services.
4. All other aspects of the existing plan design were maintained, which meet and exceed PPACA requirements, including pre-existing conditions covered immediately under the hard waiver plan.

The impact of these expanded benefits, current plan experience, and applied medical care trend, resulted in required rate actions to be in the range of 3% to 24% based on Voluntary and Hard Waiver enrollment. The percentage increase was different for each campus. The final rates summary is attached.

UNF was the only campus to seek alternative quotes, all other campuses committed to the SUSF program understood that the rate action was needed for the long term viability of the program. Although UNF received alternative quotes, they decided to stay with the SUSF program for the best interest of their students. The group also selected some copayment changes to continue improving the overall premium cost. FAU decided to stay with their incumbent broker and maintain one plan design for their campus. FIU requested to participate in the SUS purchasing group with only their voluntary domestic plan. It was decided to allow FIU to join the group, since this was a significant improvement for their domestic students.

Future Considerations - Going Forward

Although the cost of the voluntary plans continues to increase due to the PPACA requirements and adverse selection, these plans still offer students a better option than individual plans offered in the marketplace.

After a brief review of the various plans offered through the major underwriters (Cigna, Humana, and UnitedHealthcare) we have found the following to be true of these plans:

- Age rated
- Minimum of \$1,000 In-Network deductible
- High co-pays and no coverage for maternity
- Limited or no coverage for mental health expense
- Individual plans do not have comply with PPACA until 2014

PPACA now mandates that both domestic and international plans offered through an institution require compliance with the coverage standards. Therefore, the current Board of Governors guidelines for international students should be reviewed and revised to ensure international students are not becoming “underinsured” by enrolling in stand-alone plans offered through various companies. A reference document has been provided for further information.

The 2013-2014 Plan maximum will be increased to \$500,000 to accommodate Phase Two of the HHS rule on student health plans. The participating student health centers (SHC) will maintain the preferred status with deductibles being waived and eligible expenses covered at 100 %. This is a very important component since other health plans do not consider the SHC to be an In-Network provider, especially for preventive care services.

All institutions will continue to benefit from this collective purchasing arrangement due to the demands for insurance coverage by the students and regulatory requirements.



Arthur J. Gallagher Risk Management Services, Inc.

2012-2013
State University System of Florida
Student Health Insurance Program
Annual Student Rate Comparison

School Name	Coverage Dates	Hard Waiver Rate	Voluntary Rate
Florida Gulf Coast University	8/15/12-8/14/13	\$1,374	\$2,166
Florida International University	8/20/12-8/19/13	N/A	\$3,054
University of Central Florida	8/15/12-8/14/13	\$1,537	\$2,086
University of North Florida	8/20/12-8/19/13	\$1,924	\$2,867
University of South Florida	8/17/12-8/16/13	\$2,173 ¹	\$3,284
University of West Florida	8/15/15-8/14/13	\$1,256	\$2,038

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2012**

SUBJECT: Implementation of HB 7135 General Education Core

PROPOSED COMMITTEE ACTION

For Information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

HB 7135 amended s. 1007.25, Florida Statutes, to mandate that faculty committees appointed jointly by the chairs of the State Board of Education and Board of Governors, or their designees, identify a maximum of five courses in each of the general education subject areas of communication, humanities, mathematics, natural science, and social science. This general education core will make up 15 hours of the total 30 general education hours for an associate in arts or baccalaureate degree. Students initially entering a Florida College System institution or state university in 2014-2015 must meet these new general education requirements.

A Steering Committee made up of five representatives each from the Florida College System (FCS) and the State University System (SUS) was chosen in July. They have been directed to oversee this project and make recommendations to the FCS and SUS Chancellors.

Next steps include Steering Committee review of nominations of members to serve on each of the five general education subject area faculty committees. These nominations will be forwarded to the Chancellors for final approval by the end of September, with the work of the faculty panels in identifying competencies and selecting core courses to begin shortly thereafter.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Jan Ignash

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Facilities Committee
Cohen Center Ballroom
Florida Gulf Coast University
Ft. Myers, Florida
September 13, 2012
8:30 a.m. – 9:30 a.m.

Chair: Dick Beard; Vice-Chair: John Temple
Members: Carter, Caruncho, Chopra, Perez, Stavros

1. **Call to Order** **Governor Dick Beard**
2. **Meeting Minutes, June 21, 2012** **Governor Beard**
3. **Review and Approve the 2013-14 SUS Fixed Capital Outlay Legislative Budget Request** **Mr. Chris Kinsley**
Director, Finance & Facilities
Board of Governors
4. **Renaming, Academic Building 5, Florida Gulf Coast University** **Mr. Kinsley**
5. **Debt Approval** **Mr. Kinsley**

A Resolution of the Board of Governors Authorizing the Issuance Of Debt by the Florida Gulf Coast University Financing Corporation to Finance the Construction of a Student Residence Facility on the Ft. Myers Campus of Florida Gulf Coast University
6. **Facility Task Force Update** **Dr. Judy Bense,**
President, University of West Florida
7. **Committee 2012-13 Work Plan** **Mr. Kinsley**
8. **Concluding Remarks and Adjournment** **Governor Beard**

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 13, 2012**

SUBJECT: Minutes of Meeting held June 21, 2012

PROPOSED COMMITTEE ACTION

Approval of minutes of the meeting held on June 21, 2012, at the University of Central Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

Board members will review and approve the minutes of the meeting held on June 21, 2012 at the University of Central Florida.

Supporting Documentation Included: Minutes: June 21, 2012

Facilitators/Presenters: Governor Dick Beard

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
FACILITIES COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
June 21, 2012

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

Chairman Dick Beard convened the Board of Governors Facilities Committee meeting at 11:30 a.m., June 21, 2012, at the University of Central Florida. The following members were present: John Temple, Matt Carter, 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 March 21, 2012

Governor Temple moved that the Committee approve the Minutes of the Meeting of the Facilities Committee held March 21, 2012. Mr. Caruncho seconded the motion, and members of the Committee concurred.

3. 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.

Mr. Kinsley reviewed Florida Atlantic University's proposal to issue debt to construct a new undergraduate residence hall. He pointed out that a revised resolution and project summary were provided to the committee in the packet and that the revisions were technical in nature. Mr. Kinsley described the three "tiered" approach being taken by the university for housing debt that necessitated the technical corrections to the materials. Vice Chair Temple stated that he supported the project and moved that the Committee approve the request. Mr. Perez seconded the motion. The committee unanimously approved the revised resolution as presented.

4. 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.

Mr. Kinsley presented the University of Florida's request to issue debt for their student union facility. He stated that the project was in compliance with all guidelines and statutes. He highlighted that a statutory exception had been made by the Legislature to accommodate use of a higher percentage of the student fee for the pledge. Governor Perez

moved that the Committee approve the request. The motion was seconded by Governor Carter. The committee unanimously approved the resolution as presented.

5. A Resolution of the Board of Governors Authorizing the Issuance of Bonds by 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.

Mr. Kinsley reviewed a proposal from the Florida State University Financial Assistance, Inc to issue debt to finance an indoor athletic facility. He stated the project was in compliance with the debt management guidelines. Mr. Caruncho moved that the Committee approve the request. The motion was seconded by Governor Temple. The committee unanimously approved the resolution.

6. 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 reviewed the Amendment related to the Tallahassee-Leon County Civic Center Agreement. He stated that the City of Tallahassee and Leon County no longer wished to be involved in the direct management and liability of the Civic Center. He said that because the Civic Center was vital to FSU, they wished to assume full ownership of the facility, which also included assuming approximately \$4.1M in debt. It is required that the Board of Governors agrees to release the other two parties from the agreement. At some future date the Legislature will be required to officially dissolve the Civic Center Authority. Governor Temple moved approval of the transaction. Governor Perez seconded the motion and all members of the Committee concurred.

7. Facility Task Force Update

President Judy Bense presented an update on the Facility Task Force.

8. Concluding Remarks and Adjournment

There being no further business, the meeting adjourned at 11:50 a.m., June 21, 2012.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 13, 2012**

SUBJECT: 2013-14 State University System Fixed Capital Outlay Legislative Budget Request

PROPOSED COMMITTEE ACTION

Review and approve the 2013-2014 SUS Fixed Capital Outlay Legislative Budget Request.

Authorize the Chancellor, State University System of Florida, to make revisions to the 2013-2014 SUS Fixed Capital Outlay Legislative Budget Request.

Approval is recommended by the Chancellor.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The requested budget provides the State University System of Florida continued capital outlay support and has been prepared in accordance with statutory requirements and guidelines adopted by the Board of Governors on March 22, 2012. All university fixed capital outlay budget requests have been approved by the institutional boards of trustees.

Specific Fixed Capital Outlay Appropriation Requests

- ◆ **The 2013/2014-2015/2016 SUS Three-Year Public Education Capital Outlay (PECO) Request** provides funding to meet identified academic and academic support facility needs based upon statutory revenue allocation constraints. (**Attachment I**)

- ◆ **Board Request for PECO Remodeling/Renovation/Repair/Maintenance Formula Funds Appropriation** represents a system-wide request for funds used to expand or upgrade educational facilities to prolong the useful life of the plant, pursuant to statute. **(Attachment II)**
- ◆ **The 2013/2014 Alec P. Courtelis Facility Enhancement Challenge Grant Program** requires funding to match private donations which were received by June 30, 2011. **(Attachment III)**
- ◆ **A Request for Capital Improvement Trust Fund Debt Service Appropriation** provides the spending authority necessary to satisfy the debt service requirements of previously issued long term debt. **(Attachment IV)**
- ◆ **A Request for Legislative Authorization for State University System Fixed Capital Outlay projects requiring General Revenue funds to Operate and Maintain (Attachment V)** provides the spending authority for plant and maintenance operations.

Supporting Documentation: To Be Provided

Facilitators/Presenters: Chris Kinsley

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 13, 2012**

SUBJECT: Authorization of Florida Gulf Coast University Renaming of the Academic 5 Building

PROPOSED COMMITTEE ACTION

Authorize the re-naming of Florida Gulf Coast University's from Academic 5 Building to "Charlie B. Edwards Hall."

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Board of Governors Regulation 9.005, Naming of Buildings and Facilities.

BACKGROUND INFORMATION

The Florida Gulf Coast University Board of Trustees approved re-naming the Academic 5 Building to be "Charlie B. Edwards Hall" at its meeting held April 17, 2012. The proposed naming resolution recognizes the service of Charles B. Edwards to the State of Florida, Southwest Florida, and Florida Gulf Coast University with the re-naming of Academic Building 5 in his honor. The proposed resolution to name the "Charles B. Edwards Hall" ("*Edwards Hall*") is in keeping with this area of the campus' buildings named for individuals who made significant contributions to FGCU through their exceptional leadership and vision.

Board regulation 9.005 requires that the naming of any university facility for an active member of the State University System be authorized by the Board of Governors. Currently, Mr. Edwards serves as a member of the University of Florida's Board of Trustees. The naming decision meets all requirements of FGCU's procedure for naming, including approval by the appropriate university committees; therefore a formal naming exemption is requested.

Supporting Documentation Included: Board of Trustee Agenda Item and Resolution

Facilitators/Presenters: Chris Kinsley

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**Florida Gulf Coast University Board of Trustees
April 17, 2012**

SUBJECT: Resolution to Name Academic Building 5 the “Charles B. Edwards Hall”

PROPOSED BOARD ACTION

Adopt resolution to recommend approval by Board of Governors

BACKGROUND INFORMATION

Charles B. Edwards holds a significant role in the founding and development of Florida’s 10th state university, now known as Florida Gulf Coast University. The proposed naming resolution recognizes his service to the State of Florida, Southwest Florida, and Florida Gulf Coast University with the naming of Academic Building 5 in his honor.

The proposed resolution to name the “Charles B. Edwards Hall” (“*Edwards Hall*”) is in keeping with this area of the campus’ buildings named for individuals who made significant contributions to FGCU through their exceptional leadership and vision – “Ben Hill Griffin III Hall” (“*Griffin Hall*”), “Charles B. Reed Hall” (“*Reed Hall*”), “W. Thomas Howard Hall” (“*Howard Hall*”), “Roy E. McTarnaghan Hall” (“*McTarnaghan Hall*”), and “William C. Merwin Hall” (“*Merwin Hall*”).

The naming recommendation is presented in accordance with FGCU Policy 1.011 “Namings of University Buildings and Facilities.” Pursuant to section “Non-Gift-Related Naming – A.3” of the Policy, the building or facility naming for an active member of the State University System (faculty, staff, student, or trustee) must be approved by the Board of Governors. Mr. Edwards is a member of the University of Florida Board of Trustees.

Supporting Documentation Included: Resolution for Recommended Action
(NOTE: News stories detailing Mr. Edwards’ above-described contributions start in the 1980s and are too voluminous to attach here)

Prepared by: Chief of Staff & University Spokesperson Susan Evans

Legal Review by: N/A

Submitted by: FGCU Board of Trustees Chair Larry Hart, and President Wilson G. Bradshaw

A Resolution of the Florida Gulf Coast University Board of Trustees

WHEREAS, from 1987 to 1993 Charles B. Edwards served on the Florida Board of Regents, including as its Chair from 1989 to 1991 – a period of time marked by the State of Florida’s and Board of Regents’ significant deliberation and decision to create a 10th state university which ultimately was located in Southwest Florida and became known as “Florida Gulf Coast University;” and

WHEREAS, the extraordinary vision and support for a comprehensive institution of higher education to be located in Southwest Florida as shown by the leadership of Charles B. Edwards was foundational to the creation, authorization, and site selection for Florida Gulf Coast University; and

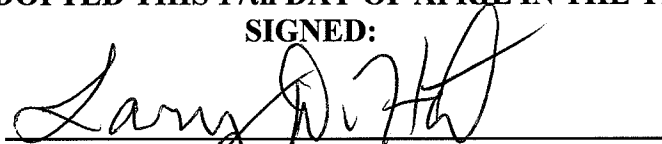
WHEREAS, Charles B. Edwards has served Florida Gulf Coast University in numerous other supportive ways since those inaugural days, including as one of the founders and a past President of the FGCU Foundation for soliciting donor funds in support of the University; and

WHEREAS, Florida Gulf Coast University wishes to erect on its campus a permanent reminder of Charles B. Edwards’ significant contributions to bringing Florida Gulf Coast University to Southwest Florida, with its resulting educational opportunities for students; its advancement of knowledge, research and service, and its positive economic and quality of life impacts,

NOW, THEREFORE BE IT RESOLVED that the Florida Gulf Coast University Board of Trustees wishes to recommend to the Board of Governors approval of the naming of the University’s Academic Building 5 as the “Charles B. Edwards Hall” in perpetual tribute and recognition of his leadership and contributions to Florida Gulf Coast University and higher education in Southwest Florida.

DULY ADOPTED THIS 17th DAY OF APRIL IN THE YEAR 2012.

SIGNED:



Larry D. Hart, Chair
Florida Gulf Coast University Board of Trustees

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 13, 2012**

SUBJECT: A Resolution of the Board of Governors Authorizing the Issuance by the Florida Gulf Coast University Financing Corporation of Tax-Exempt Revenue Bonds to Finance the construction of a Student Residence Facility on the Main Campus of the Florida Gulf Coast University.

PROPOSED COMMITTEE ACTION

Adoption of a resolution approving the issuance of fixed rate, tax-exempt revenue bonds, by the Florida Gulf Coast University Financing Corporation (“Corporation”), in an amount not to exceed \$30,000,000 for the purpose of financing a Student Residence Facility on the main campus of Florida Gulf Coast University (“the Project”).

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

Florida Gulf Coast 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 the thirteenth in a series of student housing projects which began in 1997 and the fifth in the South Lake Village Residence Life Enhancement Project. The proposed project will be constructed as a six (6) story building and will consist of approximately 520 beds. The Project is consistent with the University’s Campus Master Plan. The total

Project construction cost is expected to be \$25.7 Million. The construction will be accomplished through a guaranteed maximum price construction contract.

The Corporation, a direct support organization of Florida Gulf Coast University, proposes to issue up to \$30,000,000 of fixed rate, tax-exempt, revenue bonds to finance the construction of the project, fund capitalized interest during construction and pay costs of issuance. The bonds will mature thirty (30) years after issuance with level annual debt service payments.

The debt service payments will be funded from revenues generated from the operations of the University housing system, after payments of operation and maintenance costs. Revenues are generated primarily from room rentals, summer special event rentals, damage deposit forfeitures and other miscellaneous collections. The Bonds will be issued on parity with the outstanding Florida Gulf Coast University Financing Corporation Capital Improvement Revenue Bonds with a current aggregate principal amount of approximately \$170,180,000 for student housing.

Projections provided by the University indicate that sufficient net revenues will be generated to pay debt service on the Series 2013A Bonds and the outstanding parity bonds.

The Series 2013A Bonds will be issued as fixed rate revenue bonds.

The Florida Gulf Coast Financing Corporation Board of Directors, at a meeting held on June 6, 2012, and the Florida Gulf Coast University Board of Trustees, at its June 19, 2012 meeting, approved the Project and the financing thereof.

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 APPROVING THE ISSUANCE BY THE FLORIDA GULF COAST UNIVERSITY FINANCING CORPORATION (THE "FINANCING CORPORATION"), A UNIVERSITY DIRECT SUPPORT ORGANIZATION, OF ITS CAPITAL IMPROVEMENT REVENUE BONDS, SERIES 2013A, IN AN AMOUNT NOT TO EXCEED \$30,000,000 AND PROVIDING AN EFFECTIVE DATE.

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

BE IT RESOLVED:

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

(A) Pursuant to 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 Florida Gulf Coast University Financing Corporation ("Financing Corporation") was incorporated by the Florida Gulf Coast University Board of Trustees (the "University Board") to provide direct support to Florida Gulf Coast University (the "University") and designated as a "University Direct Support Organization" by the University Board of Trustees (the "University Board") pursuant to §1004.28, Florida Statutes.

(C) The University Board has requested approval from the Board of Governors for the Financing Corporation to issue Housing System Revenue Bonds, Series 2013A in an amount not to exceed \$30,000,000 (the "Bonds") for the purpose of financing: (i) construction of a new student residence facility of approximately 520 beds to be located on the main campus of the University; (ii) providing improvements, equipment, furnishings; and site work; (iii) funding a debt service reserve fund, if necessary; (iv) funding capitalized interest; and (v) paying certain costs relating to the Bonds (collectively, the "Project"). The foregoing plan to finance the Project, capitalized interest 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 secured by revenues adequate to cover debt services; has been properly analyzed by the staffs of the Board of Governors and the Division of Bond Finance; and is consistent with the Board's Debt Management Guidelines.

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

(F) Pursuant to 1010.62(3), Florida Statutes, the Board of Governors determines that the facilities being financed are functionally related to the auxiliary enterprise revenues being used to secure such debt.

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

3. Approval of the Bonds. The Board of Governors hereby approves issuance of the Bonds by the Financing Corporation for the purposes described herein, in an amount not to exceed \$30,000,000, 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 Financing Corporation. This approval is subject to the understanding that (i) the Bonds shall be secured by housing system revenues under an operating lease and an indenture, and (ii) the proceeds of the Bonds shall be used exclusively to fund the Financing Plan. The Bonds shall be sold 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 construction, sale or leasing of the Project for use by the University, the issuance of the Bonds or as necessary to preserve the 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 September 13, 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 Gulf Coast University Financing Corporation is a true and accurate copy as adopted by the Board of Governors on _____, 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 OF FLORIDA**

Dated: _____, 2012

By: _____
Corporate Secretary

00537248.1

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Project Summary
Florida Gulf Coast University
Residence Life Enhancement Project
Student Residences, Phase XIII,
And Associated Infrastructure**

Project Description: Florida Gulf Coast University currently has 3,693 available beds in North Lake Village and South Village in Student Residences Phase I through XII on the main campus. The University also has a 504 bed apartment complex located approximately one mile from the campus center. The proposed Student Residences, Phase XIII project will be the fifth student housing facility in the South Lake Residences and will provide an additional 520 beds to the housing system for a total of 4,717 rentable beds. The project will be constructed as a suite-style, six story building and will consist of private bedrooms and baths, offices, reception, study, lounge, laundry, and mechanical space.

Facility Site Location: The proposed Student Residences, Phase XIII project will be located in the south portion of the main campus of Florida Gulf Coast University in the same area as student residence Phases VIII, IX, X and XII, which opened in fall 2012. This area of campus was recommended in the Master Plan for the development of “undergraduate student housing, a dining center serving the residents of this district, a student recreational facility, intramural play fields, and parking structures to support the residential population”.

Projected Start and Opening Date: It is anticipated that construction of the Student Residences, Phase XIII project will commence in February 2013 and will be available for occupancy in August 2014.

Demand Analysis: The primary targeted market for Student Residences, Phase XIII will be traditional single, undergraduate, students with particular emphasis on the University’s growing transfer and upper class student population.

Florida Gulf Coast University student head count enrollment has increased from 2,584 in 1997-1998 to 12,670 in 2011-2012. The growth rate over the past five years has been 13%, 9%, 8%, 8%, 5% (fiscal years 2007-2008 through 2011-2012) and is projected to be up to 6% in fiscal year 2012-2013. The first-time-in-college student head count

enrollment has grown from 864 in Fall Semester 2002 to 2,581 in Fall Semester 2011.

Eleven phases of student residence facilities have been built and one acquired over the past twelve years. Since its inception in 1998-1999, the housing system's average occupancy rates have ranged from 93% to 102%. As of Fall 2011, the rate remained near the high end of the range, with an average occupancy rate of 100.03%.

In Fall Semester 2011, over 100 students seeking on-campus housing were turned away due to lack of available housing facilities. Even with the opening of a new 520-bed facility, there are 60 students on the waiting list for Fall 2012. The number of student housing applications increased 13% over the previous year's applications. Historically, the University has been able to fill a new residence facility when a waiting list formed the previous fall, as is the case in fall 2012. This is due to continued growth in University enrollment and the lack of private, non-university housing facilities located near the University to accommodate this growth. Given FGCU's continued growth in enrollment and that it takes two years to bring a new facility on line, the University believes it prudent to begin to finance, plan and construct additional student housing beds. The Phase XIII 520-bed facility is the next facility in the master plan for student housing.

**Project Cost and
Financing Structure:**

The proposed construction cost is estimated to be \$25,704,839. Construction will be accomplished through a guaranteed maximum price contract. The project will be financed with fixed rate revenue bonds issued by the Florida Gulf Coast University Financing Corporation in an amount not to exceed \$30,000,000. The bonds will be structured with a 30-year final maturity and level annual debt service payments with the first principal payment occurring in February 1, 2015. The bond size includes capitalized interest during the construction period through July 2014. Operation of the project will be administered by the University Residence Life program under the supervision of Florida Gulf Coast University which is consistent with the operation of previous University housing phases. (See Attachment 1 for an estimated sources and uses of funds.)

Security/Lien Structure: Net housing system revenues will be pledged for the payment of debt service. These revenues are derived primarily from rental income, damage deposit forfeitures, summer special event rentals, and other miscellaneous collections after deducting operating and

maintenance expenses. When the facility opens in Fiscal Year 2014-2015, the projected rental rate for fall and spring semesters is \$3,228-\$3,340 per bed, per semester, and \$2,163 per bed for the Summer Semester. These rates are consistent with single room rental rates for existing facilities at FGCU.

The Bonds will be issued on parity with the housing debt currently outstanding in the total principal amount of \$170,180,000. Of this amount, \$27,725,000, or 16%, is variable rate debt, with associated LOCs which expire no sooner than May 9, 2013.

To mitigate the liquidity risk, the Corporation has obtained letters of credit from Wachovia, Harris and Bank of America that expire in 2013 through 2015. The letters of credit have a three year evergreen provision that requires the University be provided a notice of non-renewal each year or the letter of credit will automatically renew for an additional year. These provisions effectively provide the University with two years to secure another letter of credit or other form of guarantee in the event of a non-renewal. With regards to reducing interest rate risks, the University actively manages its variable rate debt by monitoring interest rates on a continuous basis, budgeting conservatively high interest rates (currently budgeted at 4.0%), and providing a hedge with short-term investments. Currently, there is over \$15 million in cash reserves from student residence facility revenues, providing a hedge for approximately one-half of the Housing System variable rate debt and sufficiently supporting at least eight years of variable rate debt service. The University intends to maintain this balance; however, prolonged periods of low interest expense on the variable rate debt portfolio will positively affect the balance. The earliest expiring LOC, in the amount of \$7,000,000, will expire on May 9, 2013. The university recently renewed an existing LOC and anticipates no difficulty renewing this LOC in 2013.

The Corporation has total outstanding debt in the amount of \$197,865,000, of which \$46,190,000, or 23%, is variable rate.

**Pledged Revenues and
Debt Service Coverage:**

For fiscal year 2014-15, the first full year of operation, and for fiscal years 2015-16 and 2016-17 the project net revenues are expected to produce debt service coverage ratios of 1.71x, 1.26x and 1.26x, respectively.

During the past six year period from fiscal year 2005-2006 to 2010-2011, pledged revenues of the housing system grew from \$5,255,055 to \$11,805,145 resulting in debt service coverage which ranged from 1.82x in 2005-2006 to 2.03x in 2010-2011. For fiscal years 2011-2012 to 2015-2016, pledged revenues for the system are projected to grow from \$12,625,837 to \$19,341,640. It has been assumed that interest on the bonds during the construction period through July 2014 will be capitalized. Debt service coverage for fiscal year 2011-12 was 1.32x, and projected coverages during the construction period are 1.50x in fiscal year 2012-2013 and 1.44 in fiscal year 2013-2014. In fiscal year 2014-2015, the first year of operation, the debt service coverage ratio for the housing system is projected to be 1.46x which includes a full 12 months of interest, and coverage in 2015-2016 is projected to be 1.42x.

The projected debt service coverages have been calculated using a fixed interest rate of 5.00% on the bonds through the maturity date of February 1, 2043. The projected revenues are based, in part, upon a 1-2% annual rental rate increase through Fiscal Year 2015-2016 for existing housing facilities and a 1% annual rental rate increase for the new facility. (See Attachment 2 for 5-years historical and 5-years projected pledged revenues and debt service coverage prepared by Florida Gulf Coast University Financing Corporation).

Type of Sale:

The University is planning to sell the bonds competitively.

The University used a RFP process to select a financial advisor with experience in structuring competitive deals.

Analysis and Recommendation:

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

recommends adoption of the resolution authorizing the proposed financing.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
FLORIDA GULF COAST UNIVERSITY
Estimated Sources and Uses of Funds
Student Residences, Phase XIII, and Associated Equipment and Closing
for Fiscal Year 2012-2013 and 2013-2014
(Student Housing System)

<u>Sources of Funds</u>		<u>Basis for Amounts</u>
Bond Sale Amount	\$ 30,000,000	Bond amount based on a fixed interest rate of 5.00% for 30 years issued by the Florida Gulf Coast University Financing Corporation.
Less: Cost of Issuance	\$ (180,000)	Based on estimated costs. (Disclosure Counsel, \$25,000; Rating, \$44,000; Trustee, \$2,500; Disclosure, \$2,500, Closing Expense, \$3,000, Printing & Shipping, \$7,500; Contingency, \$9,000; MBIA Fees, \$30,000; Financial Advisor, \$16,500; Bond Counsel, \$40,000)
Plus: Interest Earnings (Construction Trust Fund)	\$ 342,964	Based on net bond proceeds invested over 20 months at an interest rate of 3%.
 Total Sources of Funds	 <u>\$ 30,162,964</u>	
 <u>Uses of Funds</u>		
Construction, Equipment and Closing Estimated Interest to be Paid During Rent Up	\$ 25,704,839	Cost of construction, equipment and closing
Debt Service Reserve	\$ 2,058,125	
Underwriter Discount	\$ 150,000	Cost of Underwriter
Capitalized Interest	\$ 2,250,000	This represents 20 months of capitalized interest to be paid from bond proceeds at an interest rate of 5.00%.
 Total Uses of Funds	 <u>\$ 30,162,964</u>	

NOTE:

The financial analysis is based upon information provided by Florida Gulf Coast University Financing Corporation.

STATE UNIVERSITY SYSTEM OF FLORIDA										
BOARD OF GOVERNORS										
FLORIDA GULF COAST UNIVERSITY										
HISTORICAL AND PROJECTED DEBT SERVICE COVERAGE										
	Historical					Projected				
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
REVENUES										
Operating Revenues:										
Rental Income All Phases						\$ 20,319,362	\$ 24,800,025	\$ 25,048,025	\$ 25,264,928	\$ 25,517,577.0
Including conference, misc, cancellation, late and application fees.						\$ 660,000	\$ 666,600	\$ 673,266	\$ 679,998.66	\$ 686,798.65
Phase XIII									\$ 3,391,339	\$ 3,425,252.16
Total Operating Revenue	\$ 9,103,654	\$ 10,105,716	\$ 12,889,320	\$ 15,952,637	\$ 18,995,565	\$20,979,362	\$ 25,466,625	\$ 25,721,291	\$ 29,336,265	\$ 29,629,628
			Phase VIII oper 400 beds	Phase IX opens 400 beds	College Club 504 beds	Phase X opens 415 beds	Phase XII opens 520 beds		Phase XIII opens 520 beds	
EXPENSES										
Operating Expenses:										
Personnel						\$ 2,621,437	\$ 2,869,010	\$ 2,897,700	\$ 3,174,250	\$ 3,205,993
Services & supplies.						\$ 5,732,088	\$ 6,089,478	\$ 6,150,373	\$ 6,185,397	\$ 6,247,251
Phase XIII			Suites						\$ 826,479	\$ 834,744
Total Operating Expenses	\$ 3,984,640	\$ 4,115,531	\$ 5,003,890	\$ 5,893,059	\$ 7,190,420	\$ 8,353,525	\$ 8,958,488	\$ 9,048,073	\$ 10,186,127	\$ 10,287,988
Operating Income (Loss)	\$ 5,119,014	\$ 5,990,185	\$ 7,885,429	\$ 10,059,579	\$ 11,805,145	\$ 12,625,837	\$ 16,508,137	\$ 16,673,218	\$ 19,150,139	\$ 19,341,640
available for debt service						\$ 8,353,525				
Debt Service										
2003 Bonds (PH I-VI) Fixed						\$ 3,037,181	\$ 3,033,806	\$ 3,034,006	\$ 3,037,406	\$ 3,038,806
2005A Bonds (PH VII)						\$ 484,712	\$ 476,712	\$ 468,712	\$ 460,712	\$ 452,712
2007A Bonds (PH VIII) Fixed						\$ 1,599,113	\$ 1,598,713	\$ 1,597,513	\$ 1,600,513	\$ 1,597,513
2008A Bonds (PH IX)						\$ 1,279,367	\$ 1,281,438	\$ 1,282,710	\$ 1,283,181	\$ 1,282,852
2010A Bonds (PH X) Fixed						\$ 2,098,056	\$ 2,094,569	\$ 2,095,569	\$ 2,095,969	\$ 2,095,769
2010B Bonds (PH XI) Fixed						\$ 1,035,668	\$ 1,034,068	\$ 1,037,368	\$ 1,040,468	\$ 1,041,593
2011A Bonds (Phase XII) 30 mm Fixed							\$ 1,498,769	\$ 2,059,269	\$ 2,056,135	\$ 2,047,285
2013A Bonds (Phase XII)I 30 mm Fixed									\$ 1,500,000	\$ 2,058,125
Total Debt Service	\$ 3,314,751	\$ 3,447,265	\$ 4,296,078	\$ 5,486,687	\$ 5,810,901	\$ 9,534,097	\$ 11,018,074	\$ 11,575,146	\$ 13,074,384	\$ 13,614,655
Maximum Debt Coverage Ratio	1.43	1.68	1.52	1.56	1.83	1.32	1.50	1.44	1.40	1.42
Annual Debt Coverage Ratio	1.54	1.74	1.84	1.83	2.03	1.32	1.50	1.44	1.46	1.42
Information and Assumptions										
1% rental increase each year plus new phase revenue										
1% salary expense increase each year in addition to new phase costs										
1% operating expense increase each year in addition to new phase costs										
4.00% used for variable rate debt service										

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 13, 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, the second meeting took place June 19. Several subcommittees met over the summer and the full Task Force met yesterday, September 12.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Judy Bense, Task Force Chair

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 13, 2012**

SUBJECT: Committee Work Plan for 2012-13

PROPOSED COMMITTEE ACTION

Review the draft Facilities Committee Work Plan for 2012-13.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

In an effort to guide the Committee's work over the next year, a draft work plan will be discussed.

Supporting Documentation Included: Committee Work Plan

Facilitators/Presenters: Chris Kinsley

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**Board of Governors
Facilities Committee Work Plan: 2012-13
Primary Activities**

DRAFT

2011-12 Original Work Plan	2011-12 Results	2012-13 Work Plan (Draft for Discussion)
Review University Debt Requests	Approved 5 facilities to be constructed or renovated from bond proceeds, totaling over \$195 million. As forecast, the SUS has seen a reduced level of debt activity in 2011-12. The municipal bond market remains at near historic lows in terms of rates. This has led to a large increase in refunding issues, which do not require Board approval, but do create significant staff workload.	Review university debt request. A moderate increase in volume is anticipated, based on low rates and slowly increasing demand.
Based upon a review of 2011 Session activity, there was no need to modify Board regulations based on changes to law.	No Board Facilities Regulations were modified	Based upon a review of 2012 Session activity, there is no need to modify Board regulations based on changes to law.
CITF Projects	Board staff worked closely with the Florida Student Association in advancing what became Senate Bill 1156. Board staff presented to Senate Higher Education and worked closely with legislative staff and were able to finally achieve Board authority to increase the CITF.	Development of CITF projects and funding for 2013-14 will be a significant effort throughout 2012-13.
Board and university staff continue to work on space factors for branch and medical space, which are currently excluded from main campus space need determination.	This effort was deferred.	This project will be deferred until the Facilities Task Force effort is completed.
2012 Facilities Legislative agenda.	Partially complete - Concurrency - Partially passed CITF Fee Authority – Passed.	See Facilities Task Force

**Board of Governors
Facilities Committee Work Plan: 2012-13
Primary Activities**

DRAFT

Government Relations	Facilities staff serve as Legislative Coordinator and Staff POC Liaison in order to assist the Janet Owen during the 2012 Legislative Session in representing the SUS.	
Florida Inventory Tracking System (FITS)	Comprehensive system that for the first time accounts for all state-owned land and real property. Second report completed by July 1, 2012; ongoing for 2013.	Ongoing - Legislative leadership commended this effort, jointly managed by DMS and DEP. Board Staff sit as part of Executive team, as the SUS is a major component of the inventory of state assets.
Educational Plant Survey -	Educational Plant Survey - USF and UWF completed.	FGCU and FSU Survey year.
Ed. Sites	The new Educational Sites Regulation adopted in November requires the classification/reclassification of related facilities data elements. This project has started, and the 2012-13 implementation plans were be discussed at the June 2012 data workshop.	The reclassification of all existing educational sites to the new definitions adopted by the Board will be a major effort during 12-13
Other Committees	Ongoing support to the HECC and Board Strategic Planning Committee related to long-term facility needs analysis.	Additionally, it is anticipated that other panels will be interested in the work of the Facilities Task Force.
Energy Report	Completed January 2012	To be completed January 2013
Facilities Task Force	Effective March 2012, staffing and support for the Task Force has required the full participation of the entire Facilities staff	The work of the Task Force continues through November 2012. Advancing the Task Force agenda will be an ongoing effort throughout fiscal 2012-13
OPPAGA Review	Board staff were informed in June 2012 that OPPAGA was initiating a comprehensive review of all Facilities related issues for Higher Education, with at least 4 staff dedicated to this effort.	Providing information to OPPAG, and working closely with staff to fully explain the entire work of this office will be an important part of this year's work plan. Report is anticipated in early 2013.
Polytechnic University	With the creation of Poly, Board staff have been asked to provide direct hands-on oversight of project construction.	Continue active role in project management to make sure the project stays on track.



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Budget and Finance Committee
Cohen Center Ballroom
Florida Gulf Coast University
Ft. Myers, Florida
September 13, 2012
9:30 a.m. - 11:30 a.m.

Chair: Tico Perez; Vice-Chair: Tom Kuntz
Members: Beard, Colson, Parker, Rood, Temple, Tripp, Webster, Whatley

1. **Call to Order** **Governor Tico Perez**

2. **Approval of June 21, 2012 Committee Meeting Minutes** **Governor Perez**

3. **Amended Board Regulations** **Mr. Tim Jones,**
Chief Financial Officer,
Board of Governors
 - A. **Public Notice of Intent to Amend Regulation 7.003, Fees, Fines and Penalties**
 - B. **Public Notice of Intent to Repeal Regulation 7.015, Florida National Guard Educational Assistance Program**
 - C. **Public Notice of Intent to Amend Regulation 7.008, Waiver of Tuition and Fees**

4. **State University System Optional Retirement Program** **Mr. Jones**
Dr. Ken Jessell,
CFO & Sr. Vice President,
Florida International University

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| <p>5. 2012-2013 Operating Budgets
 A. State University System
 B. Board General Office</p> | <p>Mr. Jones</p> |
| <p>6. 2013-2014 Legislative Budget Requests
 A. State University System
 B. Board General Office</p> | <p>Mr. Jones</p> |
| <p>7. Concluding Remarks and Adjournment</p> | <p>Governor Perez</p> |

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13, 2012**

SUBJECT: Approval of Minutes of Meeting held June 21, 2012

PROPOSED COMMITTEE ACTION

Approval of minutes of meeting held on June 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 June 21, 2012 at the University of Central Florida.

Supporting Documentation Included: Minutes: June 21, 2012

Facilitators/Presenters: Governor Perez

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
BUDGET AND FINANCE COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
JUNE 21, 2012

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

Mr. Tico Perez, Chair, convened the meeting of the Budget and Finance Committee at 8:30 AM. Members present were Vice-Chair Tom Kuntz, Norman Tripp, Dick Beard, Cortez Whatley, Ava Parker, John Rood, Dean Colson, and John Temple. Other Board members present included Mori Hosseini, Matt Carter, Joseph Caruncho, Pat Frost, Rick Yost, and Elizabeth Webster.

1. Call to Order

Mr. Perez called the meeting to order.

2. Approval of March 21, 2012, Meeting Minutes

Mr. Tripp moved that the Committee approve the notes of the meeting held March 21, 2012 as presented. Mr. Kuntz seconded the motion, and members of the Committee concurred.

3. Discuss Changes to New Fee Regulation

Mr. Perez presented proposed changes to Regulation 7.003 that would provide additional guidance on university submissions for new fees. After discussion Mr. Perez requested staff solicit input from the universities and bring an amended regulation to the Committee in September for consideration.

4. Consideration of 2012 Capital Improvement Fee Increases

Mr. Perez provided an overview of the capital improvement fee and each university request. Mr. Temple moved that the Committee approve each university request for an increase to the Capital Improvement Fee. Mr. Beard seconded the motion, and members of the Committee concurred.

5. Consideration of 2012 Tuition Differential Fee Proposals

Mr. Perez presented a PowerPoint overview to the Committee on tuition differential history, facts and information on each university request. After discussion, Mr. Temple moved that the Committee approve each university request as submitted. Mr. Rood seconded the motion. The Committee concurred with a vote of 7-2. Mr. Kuntz and Mr. Tripp voted against the motion.

6. Concluding Remarks and Adjournment

Mr. Perez asked Mr. Tim Jones to provide an update to the Committee on Senate Bill 198 that authorizes an additional vendor for the university system's Optional Retirement Plan.

Having no further business, the meeting was adjourned at 9:55 AM.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13, 2012**

SUBJECT: 7.003 – Fees, Fines and Penalties

PROPOSED COMMITTEE ACTION

Approve public notice of intent to amend Regulation 7.003.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This fall universities will begin considering potential new fees to be implemented for fall 2013. The current regulation requires notification in the fall of potential fees that are being considered with final submissions in January. The Budget and Finance Committee then meets in February to consider new fees with the full Board acting upon any Committee recommendations at the next scheduled meeting.

At the June 2012 Committee meeting a modified regulation was presented that:

- Moved the submission date from January to March. This would mean that fee considerations would be held at the June Committee meeting.
- Clarified that the new fee should be for new services or activities that are not currently supported by educational and general funds.
- Prohibits the fee from supplanting other revenue that fund a service or activity.

The Committee requested input from the universities before deciding to make any changes to the regulation. Five of the universities responding indicated that although the late consideration would present challenges in updating systems, notifying students and modifying university regulations they would be able to work through these. Three universities indicated that the modifications would be burdensome on internal practices, policies and procedures and would leave less time to communicate with students about fee changes.

Supporting Documentation Included: Amended Regulation 7.003

Facilitators/Presenters: Tim Jones

7.003 Fees, Fines and Penalties.

(1) The Board of Governors must authorize all fees assessed to students. Accordingly, the specific fees listed in this section, and the tuition and associated fees defined in Regulation 7.001, are the only fees that may be charged for state fundable credit hours without the specific approval of the 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 course for accepting a transient student and processing the student's admissions application pursuant to Section 1006.73.

(16) Capital Improvement Fee – This fee may be used to fund any project or real property acquisition that meets the requirements of Chapter 1013. Each university board of trustees shall assess \$4.76 per credit hour per semester. Any increase in the fee beyond \$4.76 must be first recommended by a fee committee, at least half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition

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

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

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

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

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

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

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

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

- (a) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education for the 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.
- (d) Each university shall implement a process for notifying students of this fee upon a student's initial enrollment. A second notice must be provided to the student when the student has attempted the number of credit hours needed to complete the baccalaureate degree program in which the student is enrolled. The second notice must include a recommendation that each student who intends to earn credit hours at the university in excess of the credit hours required for the baccalaureate degree program in which the student is enrolled meet with the student's academic advisor.
- (e) All credit hours for courses taken at the university from which the student is seeking a baccalaureate degree shall be included when calculating the number of hours taken by a student, including:
 1. Failed courses.

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

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

(23) Before the Board'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 ~~March 31~~January 15 for consideration by the committee at the next scheduled ~~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 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.
- (j) The fee should support a service or activity in which a majority of students is able to participate or from which derive a benefit.
- (k) Once the Board approves a fee under this section, a university fee committee shall be established similar to other existing fee committees.
- (l) The Board will act upon the budget committee recommendation at the next scheduled meeting.
- (m) Every five years the university board of trustees shall review the fee to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The university board of trustees shall submit its findings to the Board. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the Chancellor.
- (n) 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) 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, 6-21-12, _____.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13, 2012

SUBJECT: 7.015 Florida National Guard Educational Assistance Program

PROPOSED COMMITTEE ACTION

Approve public notice of intent to repeal Regulation 7.015.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

A change in statute eliminated references to the Board of Governors and the State Board of Education and eliminated the tuition exemption program. The Adjutant General is solely responsible for this program and shall pay an amount equal to the amount that would be required to pay for the average tuition and fees if an appropriation is made by the Legislature.

Supporting Documentation Included: Regulation 7.015

Facilitators/Presenters: Tim Jones

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7.015 Florida National Guard Educational Assistance Programs.

~~(1) Definitions. Section 250.10, Florida Statute, defines two educational assistance programs available to members in good standing of the active Florida National Guard.~~

- ~~(a) Active Florida National Guard members are defined as those Service members who attend drills and annual training and are not members of the Inactive National Guard.~~
- ~~(b) The State Tuition Exemption Program provides Florida National Guard members with an exemption from the payment of one half of the cost of all tuition and fees assessed on a per student credit hour basis at Florida's public community colleges and State University System institutions for credit courses in which they register on a space available basis.~~
- ~~(c) The Educational Dollars for Duty Program shall pay up to 100% of tuition and fees assessed on a per student credit hour basis at Florida's public vocational technical school, public community colleges and State University System institutions for credit courses in which they register. The Educational Dollars for Duty Program is for individuals who enter the Florida National Guard for the first time after June 30, 1997. The Florida National Guard Member will be responsible for any tuition and fees not paid by the Educational Dollars for Duty Program.~~
- ~~(d) Tuition and Fees—For purposes of this regulation, tuition and fees at state universities means tuition and associated fees as defined in Board of Governors Regulation Sections 7.001(2) and (3).~~

~~(2) Eligibility Criteria and Conditions of Eligibility. The Adjutant General of the Florida National Guard shall determine eligibility of National Guard members for participation in the programs in accordance with the provisions of s. 250.10 (7) FS and Florida National Guard Pamphlet FNG 621-5-2. Participating Florida National Guard members must be admitted to the community college or university on the basis of the institution's regular admission requirements. Florida National Guard members receiving exemptions or receiving payment of tuition and fees may use them to attend as part time or full time students.~~

~~(3) Contact persons. The Adjutant General shall designate a State Education Program Administrator to coordinate this program at the Florida National Guard and to serve as a contact person in dealings concerning the programs with vocational technical center, community college, university, and state officials. Likewise, each participating educational institution shall designate an institutional contact for the Adjutant General or State Education Program Administrator.~~

~~(4) Certification requirements. The State Education Program Administration shall certify eligibility of Florida National Guard members for the State Tuition Exemption Program and Educational Dollars for Duty Program to the state university in which they enroll. For the State Tuition Exemption Program the Florida National Guard State Education Program~~

Administrator shall forward to the state university an approved *Application for Educational Assistance In The Florida National Guard*. The application will indicate the semester for which the exemption shall be granted. For the Educational Dollars for Duty Program the Florida National Guard State Education Program Administrator shall forward to the respective state university the Educational Dollars for Duty Approval List which will identify eligible Florida National Guard members, the semester covered by the list, and a tentative schedule of credit hours and tuition for each member.

(5) Unauthorized courses of study. The State Education Program Administrator, in coordination with the appropriate state university, shall determine which programs of study and college courses are not authorized for the State Tuition Exemption Program and the Educational Dollars for Duty Program. Unauthorized courses shall include, but are not limited to, noncredit courses and courses which do not meet degree requirements for a Florida National Guard member receiving a half tuition and fees exemption in the State Tuition Exemption Program. The Education Dollars for Duty Program will pay for non credit college preparatory courses.

(6) A Florida National Guard member's agreement. All Florida National Guard members who participate in the State Tuition Exemption Program and the Educational Dollars for Duty Program shall sign an agreement with the Florida National Guard as provided in Florida National Guard Pamphlet 621-5-2. The agreement shall include the Florida National Guard member's permission for the state university attended by the Florida National Guard member under the State Tuition Exemption Program or the Educational Dollars for Duty Program to release grade reports and transcripts to the Florida National Guard for use in determining the Florida National Guard member's continuing eligibility for participation in the programs. The agreement also shall include the Florida National Guard member's personal obligation to repay the state university should the student cease to meet the eligibility requirements for exemption of tuition and fees or repayment to the State Florida for tuition paid on their behalf. A copy of the agreement, signed by the Florida National Guard member receiving the exemption or payment of tuition and fees, shall be kept on file by the State Education Program Administrator as part of the Florida National Guard member's permanent military file. For participants in the State Tuition Exemption Program, a copy of the agreement shall be provided to the state university.

(7) Reports. The state university attended by a Florida National Guard member utilizing the State Tuition Exemption Program or the Educational Dollars for Duty Program shall make available, upon request, a copy of the Florida National Guard member's transcript to the State Education Program Administrator. The state university shall notify the State Education Program Administrator if the Florida National Guard member is placed on academic probation, or has been dismissed from the university for any reason.

(8) Repayment penalties shall be in accordance with Florida National Guard Pamphlet 621-5-2, and applicable rules, and shall include, but not be limited to, the following:

- (a) The State Education Program Administrator shall be responsible for notifying the university of those Florida National Guard members that are no longer

eligible for the State Tuition Exemption Program and the Education Dollars for Duty Program.

- (b) ~~Florida National Guard members who participated in the State Tuition Exemption Program shall be required to reimburse the state university for all tuition and fees for which such member received exemptions, unless the Adjutant General determines there are justifiable extenuating circumstances. The state university is responsible for collecting reimbursement of tuition and fee waivers for the State Tuition Exemption Program. If, after a period of thirty (30) days, the Florida National Guard member has failed to pay to the university the appropriate tuition and fees, the university shall notify the State Education Program Administrator who shall, if the member is still active in the Florida National Guard, place command emphasis on the Florida National Guard member's payment to the institution. The university shall not release any transcripts concerning the delinquent Florida National Guard member until the debt is paid~~
- (c) ~~The State Education Program Administrator is responsible for administering the Educational Dollars for Duty Program and arranging repayment of tuition and fees to the state for any member who becomes ineligible.~~

~~(9) State funding. The student credit hours generated at state universities by Florida National Guard members utilizing the State Tuition Exemption Program and the Educational Dollars for Duty Program shall be state fundable. They shall be counted in full-time equivalent student enrollment calculations for funding purposes and shall be identified in enrollment reports.~~

Specific Authority: Section 7(d), Art. IX, Fla. Const.; s. 250.10 (7) F.S.; History: New 9-25-08

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13, 2012**

SUBJECT: Regulation 7.008 – Waiver of Tuition and Fees

PROPOSED COMMITTEE ACTION

Approve public notice of intent to amend Regulation 7.008.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

With the repeal of Regulation 7.015, Section 8 of this regulation pertaining to the Florida National Guard is no longer necessary.

Supporting Documentation Included: Regulation 7.008

Facilitators/Presenters: Tim Jones

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7.008 Waiver of Tuition and Fees

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

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

(a) Sponsored credit institutes and programs are entities where substantially all the direct costs are paid by the external sponsoring entity, where there is no direct expenditure of Educational and General funds for the conduct of the programs, and where no fees or other assessments are collected from students by the sponsoring entity, the university, or any other entity.

(b) In determining whether the direct costs are paid by the sponsoring entity, funds paid directly to the participants in a form such as, but not limited to, stipends, travel or book allowances should not be taken into account.

"Direct costs" refer to the costs associated with the instruction or training which a participant receives. All funds collected from sponsoring entities for sponsored credit institutes will be remitted to the university's contract and grants trust fund and/or auxiliary trust funds.

(c) Funds collected from courses offered through continuing education should be budgeted in the Auxiliary Trust Fund.

(d) Neither the number of participants nor student credit hours in these institutes and programs may be counted for state-funding purposes.

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

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

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

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

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

(5) Acceleration – Each university board of trustees shall waive tuition and associated fees for students who earn credit in courses toward both a Florida high school diploma and an associate or baccalaureate degree, or students enrolled in a dual enrollment or early admission program.

(6) Florida Department of Children and Family Service Adoptions - Each university board of trustees shall waive tuition and associated fees for any student who is or was at the time he or she reached the age of 18 in the custody of the Department of Children and Family Services or a relative under s. 39.5085; who was adopted from the Department of Children and Family Services after May 5, 1997; or was placed in a guardianship by a court after spending at least 6 months in the custody of the Department after reaching 16 years of age. Additionally, material and supply fees and fees associated with enrollment in career-preparatory instruction shall be waived. Any student requesting such a waiver must provide certification of eligibility from the Department of Children and Family Services to the university in which the student seeks to enroll. This waiver shall remain valid up until the time the student reaches the age of 28, and shall be limited to undergraduate degree programs, and shall not exceed 120 credit hours.

(7) School Psychology Training Program – Each university board of trustees shall waive tuition and associated fees for internship credit hours applicable to an internship in the public school system under the supervision of the Florida Department of Education certified school psychologist employed by the school system for any graduate student.

~~(8) Florida National Guard—certain members of the active Florida National Guard pursuant to Regulation 7.015.~~

(89) Florida Linkage Institutes – Each university board of trustees shall exempt from non-resident tuition and non-resident financial aid fee up to 25 full-time equivalent students per year enrolled through the Florida Linkage Institutes Program.

(910) Deceased Teacher or School Administrator Employed by a Florida District School Board – Each university board of trustees shall waive certain educational expenses that the child of the deceased teacher or school administrator incurs while obtaining an undergraduate education or a postgraduate education if the teacher or school administrator is killed or is injured and dies as a result of an unlawful and intentional act, provided such killing or injury inflicted by another person and the motivation for the act is related in whole or part to the fact that the individual is a teacher or school administrator, or such act is inflicted while

he or she is engaged in the performance of teaching duties or school administration duties while employed by a Florida district school board. The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours at a university. The child may attend on either a full-time or part-time basis. The benefits provided under this paragraph shall continue until the child's 25th birthday.

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

| (104) Homeless - Each university board of trustees shall waive tuition and associated fees for a total of 120 credit hours for any student who lacks a fixed, regular, and adequate nighttime residence or whose primary nighttime residence is a public or private shelter designed to provide temporary residence for individuals intended to be institutionalized, or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

| (112) Purple Heart Recipients - Each university board of trustees shall waive undergraduate tuition and associated fees for each recipient of a Purple Heart, or another combat decoration superior in precedence which was awarded for valor, and who:

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

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

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

- | (123) State Employees - Each university board of trustees shall waive tuition and associated fees for up to 6 credit hours per term on a space available basis for state employees.
- | (134) University Employees - Each university board of trustees may allow full-time university employees to enroll up to 6 credit hours of tuition-free courses per term on a space available basis.
- | (145) Florida residents 60 years of age or older - Each university board of trustees may waive any or all application, tuition, and associated fees for persons 60 years of age or older who are residents of this state and who enroll to audit courses being offered for college credit. No academic credit shall be awarded for attendance in classes for which fees are waived under this subsection. This privilege may be granted only on a space-available basis, if such classes are not filled as of the close of registration. A university may limit or deny the privilege for courses which are in programs for which the Board of Governors has established selective admissions criteria. Persons paying full fees and state employees taking courses on a space-available basis shall have priority over

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

| (156) Intern Supervisors – Persons who supervise interns for institutions within the State University System may be given one non-transferable certificate (fee waiver) for each full academic term during which the person serves as an intern supervisor. This certificate shall provide for waiver of the basic fee (as defined in Regulation 7.001).

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

| (167) Non-resident students – Non-resident students who are non-degree seeking may be entitled to a waiver of the out-of-state fee if the credit hours generated by such students are non-state fundable and the cost for the program of study is recovered from the fees charged to all students.

| (178) Admissions Deposit – A university that establishes an admissions deposit must adopt policies that provide for the waiver of this deposit on the basis of financial hardship.

| (189) Wrongfully Incarcerated – A university shall waive tuition and associated fees for up to 120 hours of instruction if the wrongfully incarcerated person meets and maintains the regular admission requirement of the university; remains registered and makes satisfactory academic progress as defined by the university in which the person is enrolled. A wrongfully incarcerated person is someone who has had a felony conviction and sentence vacated by a court and the original sentencing court has issued its order finding that the person neither

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

- | (~~1920~~) A university may waive the tuition differential for students who meet the eligibility requirements for the Florida public assistance grant.
- | (~~204~~) Public School Classroom Teacher – Each university board of trustees may waive tuition and fees for a classroom teacher who is employed full-time by a school district and who meets the academic requirements established by the university for up to six credit hours per term on a space-available basis in undergraduate courses related to special education, mathematics or science approved by the Department of Education. The waiver may not be used for courses scheduled during the school district’s regular school day.
- | (~~212~~) Each university shall report the purpose, number, and value of all fee waivers granted annually in a format prescribed by the Board of Governors.

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

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13, 2012**

SUBJECT: Optional Retirement Program (ORP)

PROPOSED COMMITTEE ACTION

Approve the recommendation from the Council of Administrative and Financial Affairs regarding the services to be provided by ORP vendors.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Section 121.35(6) Florida Statute

BACKGROUND INFORMATION

Section 121.35 Florida Statute establishes the ORP for the SUS. The Department of Management Services (DMS) manages the program on behalf of the SUS. The statute requires the Board of Governors to make recommendations on what types of services should be included in the program and on the number of investment providers from which ORP contracts may be purchased.

The current providers and number of SUS participants:

- ING (3,042 participants)
- Jefferson National Life Insurance Co (134 participants)
- MetLife Investors USA Insurance Co (1,853 participants)
- TIAA-CREF (teachers insurance & annuity association - college retirement equities fund) (8,870 participants)
- VALIC retirement (4,615 participants)

The statute previously limited the number of investment providers to no more than five; however, during the 2012 session Senate Bill 198 passed increasing the number of investment providers to six.

The contracts for the current providers expire on January 1, 2015. The DMS has initiated the process to begin the competitive process to not only select a sixth vendor, but also providers whose contracts will expire in two years.

In a letter to Governor Colson on July 12, 2012, DMS requests that the Board provide the following recommendations on the contract to be provided:

1. The nature and extent of the rights and benefits in relation to the required contributions; and
2. The suitability of the rights and benefits to the needs of the participants and the interests of the institution in the recruitment and retention of eligible employees.

Pursuant to Section 121.35, Florida Statute, this information needs to be submitted to DMS by October 12, 2012.

During an update to the Budget and Finance Committee in June it was recommended that the Council of Administrative and Financial Affairs (CAFA) take the lead on developing the recommendations for the Board to consider.

Supporting Documentation Included: 1) DMS July 12, 2012 Letter to Board of Governors
2) CAFA Recommendation
3) Current ORP Products Provided

Facilitators/Presenters: Tim Jones
Dr. Ken Jessell, FIU



RICK SCOTT
Governor

DEPARTMENT OF MANAGEMENT
SERVICES

CRAIG J. NICHOLS
Secretary

4050 Esplanade Way | Tallahassee, Florida 32399-0950 | Tel: 850.488.2786 | Fax: 850.922.6149

July 12, 2012

Governor Dean Colson
Chair, State University System of Florida
Florida Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399-0400

Dear Governor Colson:

Chapter 2012-10, Laws of Florida (Senate Bill 198) was approved by Governor Scott on March 23, 2012, and became law effective July 1, 2012. This law amended section 121.35, Florida Statutes, and increased the maximum number of investment provider companies from five to six for the State University System Optional Retirement Program (SUSORP). This legislation also provides a procurement process if a sixth provider company is added and a separate competitive procurement for all companies seeking to be a provider company under contract effective on or after January 1, 2015.

As a result of this legislation, the Department of Management Services (department) has chosen to go forward with a competitive procurement to add a sixth provider company with a contract effective date on or before July 1, 2013, and ending December 31, 2014. In addition, under a separate competitive procurement, the department will seek provider companies for the SUSORP with their contracts effective on or after January 1, 2015. SUSORP provider companies are bundled investment providers that provide investment advice in addition to a variety of investment products from which SUSORP participants make their investment choices.

Under section 121.35(6)(a), Florida Statutes, the department seeks the Board of Governors of the State University System (board) recommendations on the contract to be provided including:

1. The nature and extent of the rights and benefits in relation to the required contributions; and
2. The suitability of the rights and benefits to the needs of the participants and the interests of the institution in the recruitment and retention of eligible employees.

Governor Dean Colson
July 12, 2012
Page Two

Under section 121.35(6)(b), Florida Statutes, after receiving and considering the recommendations of the board, and following the review and recommendations of the State Board of Administration under section 121.35(6)(c), Florida Statutes, on the acceptability of all investment products proposed by the investment provider companies, the department shall approve the form and content of the SUSORP provider company contracts.

The department respectfully requests your recommendations on the contracts to be provided within 90 days from receipt of this letter. Thank you for all the consideration given to this important matter.

Sincerely,



Craig J. Nichols
Secretary

CJN:gh

cc: Chancellor Frank T. Brogan
Governor Tico Perez
Mr. Tim Jones, Board of Governors
Ms. Sarabeth Snuggs, Division of Retirement
Mr. Gerald Haynes, Division of Retirement ✓



TO: Tim Jones
Chief Financial Officer, Board of Governors

FROM: Shari Shuman 
CAFA Chair

DATE: August 22, 2012

SUBJECT: Optional Retirement Plan

The State University System Optional Retirement Plan (SUSORP) provides retirement and death benefits through investment contracts with designated provider companies. The Department of Management Services (DMS) determined which funds are available for contributions, and the funds cover a wide range of investment models from conservative to aggressive. The employer and mandatory employee contributions (totaling 8.14 percent) are invested with the company or companies selected by the participant to create a fund to provide benefits for the employee at retirement. The participant may also contribute by salary reduction a voluntary amount not to exceed the 5.14 percent contributed by the university to the participant's account. The five current companies are Jefferson National Life Insurance Company, MetLife Investors, TIAA-CREF, VALIC Retirement and ING.

Section 121.35, Florida Statutes was amended this past legislative session by increasing the maximum number of investment provider companies from five to six for the SUSORP. As a result of this legislation, DMS has chosen to go forward with a competitive procurement to add a sixth provider company with a contract effective date on or before July 1, 2013, and ending December 31, 2014. In addition, under a separate competitive procurement, DMS will seek provider companies for the SUSORP with their contracts effective on or after January 1, 2015.

CAFA was requested to make a recommendation to the BOG on the following:

1. recommendations on the types of plans/services a 6th provider should have for SUS employees; and
2. recommendations on the types of plans/services all 6 providers should have.

The current plan offerings do provide for a diverse array of investment options. As new options become available, the companies have been adding to the choices. Although we believe there is adequate coverage at this time, CAFA recommends the following:

1. The addition of a mutual fund company with a low administrative fee, (such as Fidelity, T. Rowe Price and Vanguard) would fill a missing element.
2. Administrative fees should be clear to the employee. The fees are not always clearly transparent.
3. Providers should have adequate provider representation with preference of local representatives and a dedicated campus representative.

Products, associated Fees, Surrender Charges and Historical Returns for the Florida SUSORP

AS OF 06/30/2012

INFORMATION SUPPLIED BY SUSORP PROVIDER COMPANIES

AS OF 06/30/2012	Historical Percentage Returns											
	Ticker	Product Style	Exp Ratio	M/E	Dist. Fee	Total Fees	12 Months	3 Years	5 years	10 years		
1	Oppenheimer Developing Markets A	ODMAX	Foreign Large Blend	130.00	0.00	-	130.00	-10.28	13.98	3.95	17.57	
2	American Funds EuroPacific Gr R3	RERCX	Foreign Large Blend	114.00	0.00	-	114.00	-13.19	6.83	-2.86	7.06	
3	Thornburg International Value R4	THRVX	Foreign Large Blend	125.00	0.00	-	125.00	-14.91	6.95	-2.92	7.77	
4	Nuveen Real Estate Securities A	FREAX	Real Estate	129.00	0.00	-	129.00	12.26	32.30	4.29	12.14	
5	JPMorgan Small Cap Growth A	PGSGX	Small Cap Growth	125.00	0.00	-	125.00	-6.59	18.74	2.02	7.63	
6	DWS Dreman Small Cap Value A	KDSAX	Small Cap Blend	130.00	0.00	-	130.00	-6.32	13.21	-0.52	8.08	
7	Perkins Small Cap Value S	JISCX	Small Cap Value	138.00	0.00	-	138.00	-4.11	13.43	3.73	7.42	
8	Prudential Jennison Mid Cap Growth A	PEEAX	Mid Cap Growth	109.00	0.00	-	109.00	3.29	18.71	4.96	10.60	
9	Legg Mason ClearBridge Mid Cap Core A	SBMAX	Mid Cap Blend	123.00	0.00	-	123.00	-3.24	14.70	1.02	6.17	
10	RidgeWorth Mid-Cap Value Equity A	SAMVX	Mid Cap Value	135.00	0.00	-	135.00	-5.92	18.27	2.37	7.80	
11	Franklin Growth R	FGSRX	Large Cap Growth	118.00	0.00	-	118.00	1.81	16.02	1.62	6.05	
12	JPMorgan Equity Index Select	HLEIX	Large Cap Blend	20.00	0.00	-	20.00	5.25	16.19	0.08	5.12	
13	American Funds Fundamental Invs R3	RFNCX	Large Cap Blend	93.00	0.00	-	93.00	-0.94	13.32	-0.56	6.47	
14	American Funds American Mutual R3	RMFCX	Large Cap Value	97.00	0.00	-	97.00	4.97	14.61	0.72	5.16	
15	Columbia Balanced A	CBLAX	Balanced	111.00	0.00	-	111.00	3.95	12.40	4.58	6.11	
16	Templeton Global Bond A	TPINX	World Bond	89.00	0.00	-	89.00	-1.10	8.64	9.13	10.73	
17	PIMCO Total Return A	PTTAX	Intermediate-Term Bond	85.00	0.00	-	85.00	6.54	8.23	8.75	6.50	
18	Janus Flexible Bond T	JAFIX	Intermediate-Term Bond	71.00	0.00	-	71.00	8.05	8.77	8.55	6.61	
19	Fixed Interest Option	FB124	Stable Value	0.00	0.00	-	0.00	2.99	3.36	3.51	3.78	
			Average	102.21			102.21	-0.92	13.61	2.76	7.83	

Products, associated Fees, Surrender Charges and Historical Returns for the Florida SUSORP
AS OF 06/30/2012

INFORMATION PROVIDED BY
SUSORP PROVIDER COMPANIES

AS OF 06/30/2012		BASIS POINTS					Historical Returns as of 06/30/2012					VAA Inception Date
ING	Product Style	Net Fund Expenses	M/E	Dist. Fee	Total	12 Months	3 Years	5 years	10 years			
	Underlying Investment Option Investment Style	In Basis Points*	In Basis Points*		In Basis Points*	1 Year			Inception			
1	ING Fixed Plus Account II	Stability of Principal	0	0.0	N/A	0.00	3.00	3.00	3.23	3.66		
2	ING Money Market Portfolio, Class I	Money Market	34	90.0	N/A	124.00	-0.87	-0.76	0.25	0.97	2/29/1996	
3	ING Intermediate Bond Portfolio, Class I	Intermediate-Term Bond	50	90.0	N/A	140.00	6.90	9.31	4.67	4.37	1/31/1996	
4	ING PIMCO Total Return Portfolio - Service Class	Intermediate-Term Bond	84	90.0	N/A	174.00	3.87			4.57	6/3/2010	
5	ING Global Bond Portfolio	Multi-Sector Bond	54	90.0	N/A	144.00	0.69	10.95	4.81	5.09	3/30/2005	
6	ING Balanced Portfolio, Inc Class I	Balanced	64	90.0	N/A	154.00	-1.14	10.58	-0.35	3.37	2/29/1996	
7	ING T.Rowe Price Capital Appreciation Portfolio-Service Class	Balanced	90	90.0	N/A	180.00	2.80			10.09	6/18/2010	
8	Fidelity® VIP Contrafund® Portfolio, Initial Class	Large Cap Growth	67	90.0	N/A	157.00	0.49	14.97	0.12	6.38	3/29/1996	
9	ING Stock Index Portfolio, Inst Class	Large Cap Value / Large Blend	26	90.0	N/A	116.00	4.28	15.10	-0.91	3.51	5/1/2004	
10	Invesco VI Core Equity Fund Series, I Shares	Large Cap Blend	92	90.0	N/A	182.00	-2.71	10.80	-0.38	4.51	10/12/2000	
11	Neuberger Berman Socially Responsive Fund - Trust Class		113	90.0	N/A	203.00	-6.45			8.89	6/4/2010	
12	Fidelity VIP Equity-Income Portfolio - Initial Class	Large Blend	56	90.0	N/A	146.00	1.93	15.11	-3.41	3.64	1/31/1996	
13	ING T. Rowe Price Growth Equity Portfolio, Initial Class	Large Cap Growth	75	90.0	N/A	165.00	5.55	16.54	0.93	5.59	11/28/1997	
14	The Growth Fund of America® Class R-4	Large Cap Growth	68	90.0	N/A	158.00	-1.02	11.05	-1.37	3.91	5/3/2004	
15	ING Index Plus MidCap Portfolio, Class I	Mid Cap Blend	48	90.0	N/A	138.00	-2.36	16.90	-0.64	5.67	5/4/1998	
16	ING Small Company Portfolio, Class I	Small Cap Blend	85	90.0	N/A	175.00	-0.92	16.59	1.13	6.45	5/30/1997	
17	ING Baron Growth Portfolio, Service Class	Mid Cap Growth	131	90.0	N/A	221.00	-0.71	17.81	1.00	3.64	9/27/2006	
18	ING BlackRock Global Science and Technology Portfolio Class I	Specialty/Technology	105	90.0	N/A	195.00	-5.89	13.07	1.78	4.90	5/9/2000	
19	Europacific Growth Fund® Class R-4	Global/International Foreign Stock	85	90.0	N/A	175.00	-13.73	6.18	-3.47	5.48	5/3/2004	
20	ING Oppenheimer Global Portfolio, Initial Class	Global/International World Stock	66	90.0	N/A	156.00	-11.28	10.68	-2.65	3.59	3/30/2005	
		Average	69.8	85.3		155.11	-0.3	11.7	0.5	5.0		
M/E fee increases to 125 during payout phase												
SURRENDER CHARGES:		No surrender charges but liquidity restriction apply on fixed account.										

* Basis Points- A basis point is one one-hundredth of a percentage point (.01). One percent = 100 basis points. One half of one percent = 50 basis points. The expenses shown in this chart are expressed as basis points.

AS OF 06/30/2012

The performance data quoted represents past performance. Past performance does not guarantee future results. For month-end performance, which may be lower or higher than the performance data shown please call 800-282-6295. Investment return and principal value of an investment will fluctuate so that, when sold, an investment may be worth more or less than the original cost.

You should consider the investment objectives, risks and charges, and expenses of the variable product and its underlying fund options carefully before investing. The prospectus contains this and other information. Anyone who wishes to obtain a free copy of the separate account and/or fund prospectuses may call their ING Representative or the number above. Please read the prospectus / prospectus summaries carefully before investing.

These numbers reflect total Separate Account charges of 0.90% on an annual basis. They also assume reinvestment of all dividends (ordinary income and capital gains) and are net of management fees and other fund operating expenses. Returns less than one year are not annualized. VAA Inception Date is the date on which contributions were first received in this fund under the Variable Annuity Account, and it is the date used in calculating the periodic returns.

Must be accompanied by the ING Performance Update Report. Please refer to the Performance Update Report for important fund specific disclosures.

Important Information:

Variable annuities are long-term investment vehicles designed for retirement purposes which allow you to allocate contributions among variable investment options that have the potential to grow tax-deferred with an option to receive a stream of income at a later date. Early withdrawals from variable annuities may be subject to surrender charges, and if taken prior to age 59 1/2, a 10% IRS penalty may apply. Withdrawals will also reduce the applicable death benefit and cash surrender/ account value.

Securities offered through ING Financial Advisers, LLC (member SIPC) or other broker/dealers with which it has a selling agreement.

Please refer to the current fund prospectuses and disclosure materials (if applicable) for a full explanation of fees and expenses. Fees and expenses are subject to change and may vary based on fund size, reimbursements, etc. Total fund operating expenses shown below are before and after reimbursement (if applicable), including investment management/advisory fees, 12b-1 fees (if applicable) and other operating expenses. If the fund imposes 12b-1 fees, such payments are made out of fund assets. These fees and expenses do not include any charges that may be assessed under your plan.

For certain funds, the investment adviser or other service provider to the fund may waive a portion of its fees or reimburse certain fund expenses, which will reduce the expense ratio of the fund for the period of the waiver or adjustment. The amount of such waivers and adjustments as stated in the fund's most current prospectus is shown in the column "Waivers and Adjustments". These waivers and adjustments may not necessarily continue in the future.

AN INVESTMENT IN ING VP MONEY MARKET PORTFOLIO IS NOT INSURED OR GUARANTEED BY THE FEDERAL DEPOSIT INSURANCE CORPORATION OR ANY OTHER GOVERNMENT AGENCY.

THE FUND IS A MONEY MARKET FUND WHICH DOES NOT SEEK TO MAINTAIN A STABLE \$1.00 NET ASSET VALUE.

WHILE THE FUND'S INVESTMENT OBJECTIVE INCLUDES THE PRESERVATION OF CAPITAL, IT IS POSSIBLE TO LOSE MONEY BY INVESTING IN THE FUND.

C07-0411-003R (04/07)

Not Valid without all pages

Products, associated Fees, Surrender Charges and Historical Returns for the Florida SUSORP

AS OF 06/30/2012

INFORMATION SUPPLIED BY SUSORP PROVIDER COMPANIES

		Basis Points				Historical Returns				
AS OF 06/30/2012		Product Style	Exp Ratio	M/E	Dist. Fee	Total Fees	12 Months	3 Years	5 years	10 years
Jefferson National										
1	JNF Chicago Equity Partners Equity	Mid-Cap Blend	125.00	100.0	-	225.00	(0.55)	19.09	(1.36)	N/A
2	JNF Chicago Equity Partners Balanced	Moderate Allocation	125.00	100.0	-	225.00	5.14	12.55	2.09	N/A
3	Fixed Account	Insured Cash	0.00	0.0	-	0.00	4.50	4.50	4.50	4.50
4	Federated High Income Bond	High Yield Bond	82.00	100.0	-	182.00	7.86	15.06	6.98	8.05
5	Dreyfus Stock Index	Large Blend	27.00	100.0	-	127.00	5.18	14.67	(0.97)	4.06
6	Dreyfus Socially Responsible Growth	Large Growth	85.00	100.0	-	185.00	2.43	13.64	1.15	3.37
7	Janus Aspen Worldwide	World Stock	71.00	100.0	-	171.00	(11.86)	6.51	(6.01)	0.94
8	Alger Small Cap Growth	Small Growth	94.00	100.0	-	194.00	(5.02)	15.60	(0.04)	7.92
9	Federated Managed Volatility	Conservative Allocation	103.00	100.0	-	203.00	5.23	11.71	3.89	5.51
10	Janus Aspen Janus Fund	Large Growth	63.00	100.0	-	163.00	(0.17)	12.44	(0.45)	3.56
11	Janus Aspen Enterprise	Mid-Cap Growth	69.00	100.0	-	169.00	(0.01)	18.03	2.41	8.43
12	American Century International	Foreign Large Growth	143.00	100.0	-	243.00	(13.12)	7.39	(4.92)	3.36
13	Lazard Retirement Emerg. Mkts Equity	Diversified Emerging Mkts	142.00	100.0	-	242.00	(11.09)	11.03	0.39	14.58
14	Pioneer Fund	Large Blend	98.00	100.0	-	198.00	(2.40)	8.33	(3.70)	N/A
15	Neuberger Berman Large Cap Value	Large Blend	113.00	100.0	-	213.00	(5.61)	17.87	(2.07)	5.59
16	Third Avenue Value	Small Blend	130.00	100.0	-	230.00	(11.19)	5.87	(7.24)	3.68
17	PIMCO Real Return	Inflation-Protected Bond	65.00	100.0	-	165.00	10.66	10.16	7.84	6.45
18	PIMCO Total Return	Intermediate-Term Bond	65.00	100.0	-	165.00	5.01	6.75	7.74	5.54
		Average	88.89	94.4	0.0		(0.83)	11.73	0.57	5.70
Surrender charges is based upon the total number of contract years:										
	8% 1 st year	3% 6 th year								
	7% 2 nd year	2% 7 th year								
	6% 3 rd year	1% 8 th year								
	5% 4 th year	0% 9 th year on								
	4% 5 th year									

Products, associated Fees, Surrender Charges and Historical Returns for the Florida SUSORP

AS OF 06/30/2012

INFORMATION PROVIDED BY
SUSORP PROVIDER COMPANIES

As of 06/30/2012		Basis Points						Historical Percentage Returns			
	Product Style	Mutual Fund Ticker	Exp Ratio	M/E	Dist. Fee	Total Fees	12 Months	3 Years	5 years	10 years	
Met Investors											
1	Flexible Bonus Annuity	Insured Short/Int. bonds	0	0.0	0	0.00					
2	Fidelity Money Market	Cash	31	125.0	10	167.00	-1.35	-1.20	0.11	0.56	
3	Fidelity Growth	Large Cap Growth	69	125.0	10	200.00	6.20	24.45	2.68	1.68	
	Fidelity Asset Mgr.	FUND CLOSED 2005					0.73	15.63	3.18	3.51	
4	Fidelity Contrafund	Large Cap Value	67	125.0	10	200.00	3.05	22.74	1.79	5.82	
	T. Rowe Price Large Cap value (formerly Lord Abbett Growth/Income)	Large Cap Blend	56	125.0	10	187.00	-0.23	19.04	-1.86	1.95	
6	Metlife Stock Index	Large Cap Blend	27	125.0	10	163.00	6.71	21.32	0.31	2.34	
	Added 12/2003										
7	Pimco Total Return	Aggressive Bond	52	125.0	10	187.00	3.60	8.40	6.22	5.15	
8	MFS Total Return A	Large Capitalization	60	125.0	10	193.00	4.43	13.53	1.22	3.36	
9	American Funds GI	Large Capitalization	54	125.0	10	187.00	3.11	17.95	-0.84	2.47	
	MFS Value Portfolio (Formerly Harris Oakmark Large Cap Value)	Large Capitalization	66	125.0	10	205.00	5.16	18.31	-1.87	1.16	
10	Neuberger Berman Genesis Portfolio (formerly BlackRock Strategic Value Portfolio)	Small Capitalization	91	125.0	10	223.00	1.43	21.33	-3.39	1.79	
11	Barclays Capital Aggregate Bond Index Portfolio (formerly Lehman Aggregate Index Product)	Aggressive Bond	29	125.0	10	164.00	5.84	4.68	4.49	4.05	
12	Russell 2000 Index Product	Small Capitalization	34	125.0	10	167.00	-1.60	24.72	0.57	4.68	
14	MSCU EAFE Index Product	International	44	125.0	10	177.00	-7.03	15.10	-4.92	3.84	
15	MidCap Index Product	Mid Capitalization	35	125.0	10	167.00	0.31	26.34	3.07	5.85	
	Added 5/2005										
16	T.Rowe Price Small Cap Growth	Small Capitalization	62	125.0	10	194.00	2.47	31.20	6.66	5.79	
17	MFS Research International	International	81	125.0	10	214.00	-5.56	17.47	-2.77	5.53	
	Average		50.5	117.6	9.4	176.2	1.6	17.7	0.9	3.5	
<p>There are surrender penalties; 5 years of 7% on all deposits with a cliff at 9 years. Once someone has the contract for 9 years, there are no surrender penalties. If a contract is less than 9 years old, any money that has been on deposit for less than 5 years has a 7% surrender penalty. Any money that has been there more than 5 years has no penalty. When the contract reaches 9 years with MetLife, there are no penalties.</p>											

Products, associated Fees, Surrender Charges and Historical Returns for the Florida SUSORP

AS OF 06/30/2012

INFORMATION PROVIDED BY
SUSORP PROVIDER COMPANIES

AS OF 06/30/12		Basis Points					Historical Percentage Returns					
	Product Style	Mutual Fund Ticker	Exp Ratio	M/E	Dist. Fee	Total Fees	12 Months	3 Years	5 years	10 years	Since Inception	
1	TIAA Traditional Annuity	Insured Short / Int. bond	0.00			0.00	4.06	3.83	4.49	4.84	N/A	
2	TIAA Real Estate	Real Estate	92.00			92.00	11.09	5.92	(2.27)	4.34	5.85	
3	CREF Stock	Large Blend	49.00			49.00	(2.71)	13.59	(1.26)	5.50	9.63	
4	CREF Global Equities	World Stock	52.00			52.00	(4.81)	11.48	(2.77)	5.01	6.70	
5	CREF Growth Account	Large Cap Growth	47.00			47.00	5.03	16.47	2.56	5.36	6.59	
6	CREF Equity Index	Large Cap Blend	43.00			43.00	3.47	16.29	0.03	5.40	8.00	
7	CREF Bond Market	Int. Term Bond	45.00			45.00	7.14	7.04	5.98	5.18	6.74	
8	CREF Inflation Linked Bond	Inflation Linked bond	45.00			45.00	11.18	9.17	7.91	6.74	6.80	
	CREF Social Choice (Closed to new contributions 9/2011)	Balanced	46.00			46.00	2.16	11.55	2.44	5.53	8.26	
9	CREF Money Market	Cash	42.00			42.00	0.00	0.00	0.99	1.74	3.94	
			GROSS EXPENSE RATIO			NET EXPENSE RATIO *						
10	TIAA-CREF Mid Cap Value Fund – Retirement Share Class	Mid Cap Value	TRVRX	71.00		71.00	(2.23)	16.83	0.14		7.23	
11	TIAA-CREF Growth and Income Fund – Retirement Share Class *	Growth and Income	TRGIX	73.00		72.00	4.45	15.27	2.23		8.31	
12	TIAA-CREF International Equity Fund – Retirement Share Class *	International Equity	TRERX	78.00		78.00	(19.21)	6.95	(7.55)		7.12	
13	TIAA-CREF Large Cap Value Fund – Retirement Share Class *	Large Cap Value	TRLCX	72.00		72.00	(0.82)	14.03	(2.74)		7.63	
14	Oppenheimer Developing Markets fund		ODVYX	100.00		100.00	(9.98)	14.35	4.26		11.87	
15	Prudential Jennison Natural Resources		PNRZX	88.00		88.00	(26.28)	7.37	(1.55)	13.72	11.84	
16	TIAA-CREF Social Choice Equity Fund		TRSCX	44.00		44.00	0.71	15.25	0.14		7.23	
17	Templeton Global Bond Fund		TGBAX	65.00		64.00	(0.86)	8.91	9.41	11.00	8.27	
18	TIAA-CREF High Yield Fund		TIHRX	65.00		65.00	7.81	13.93	8.08		7.86	
19	Royce Penn Mutual Fund		PENN	91.00		91.00	(6.97)	15.84	0.49	7.97	7.91	
20	Manning & Napier Target Risk options:											
	Manning&Napier Conservative		MNCIX	70		71.0	3.94	8.16			5.37	
	Manning& Napier Extended term		MNBIX	84		84.0	-0.26	11.08			3.88	
	Manning& Napier Max Term		MNHIX	85		85.0	-4.76	11.4			2.24	
	Average			62.91		60.30						

No surrender charges but liquidity restrictions apply on fixed product

Fees Explained:
Expense ratio The percentage of total investment that shareholders pay annually for mutual fund management fees and operating expenses.
Basis Points (BPs) Basis points are used in calculating the costs (such as expense ratios, administrative fees, etc.) for a financial instrument. Basis points may also be used to indicate the change in the value of a financial instrument. A basis point is a unit equal to 1/100th of 1%. The relationship between costs or percentage changes and basis points can be summarized as follows: For example, 0.01% cost = 1 basis point or 1% change = 100 basis points.
Mortality and expense risk charge – This charge is equal to a certain percentage of your account value, typically in the range of 1.25% per year. This charge compensates the insurance company for insurance risks it assumes under the annuity contract. Profit from the mortality and expense risk charge is sometimes used to pay the insurer's costs of selling the variable annuity, such as a commission paid to your financial professional for selling the variable annuity to you.
Surrender charges – If you withdraw money from a variable annuity within a certain period after a purchase payment (typically within six to eight years, but sometimes as long as ten years), the insurance company usually will assess a "surrender" charge, which is a type of sales charge. This charge is used to pay your financial professional a commission for selling the variable annuity to you. Generally, the surrender charge is a percentage of the amount withdrawn, and declines gradually over a period of several years, known as the "surrender period." For example, a 7% charge might apply in the first year after a purchase payment, 6% in the second year, 5% in the third year, and so on until the eighth year, when the surrender charge no longer applies. Often, contracts will allow you to withdraw part of your account value each year – 10% or 15% of your account value, for example – without paying a surrender charge.
Distribution fees include fees paid for marketing and selling fund shares, such as compensating brokers and others who sell fund shares, and paying for advertising, the printing and mailing of prospectuses to new investors, and the printing and mailing of sales literature.
For additional information regarding fees, please see: http://www.sec.gov/answers/mffees.htm , or http://www.sec.gov/investor/pubs/varannty.htm , or contact your provider company

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13, 2011**

SUBJECT: 2012-2013 State University System Operating Budget

PROPOSED COMMITTEE ACTION

Approve the 2012-2013 State University System Operating Budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Each state university is required to submit a detailed operating plan for each budget entity for the 2012-2013 fiscal year. The State University System (SUS) operating budget consists of five different budget entities; 1) Education and General, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans.

The overall decrease in estimated expenditures reported by the universities is due primarily to a reduction in Education and General appropriations by the 2012 Legislature and a slight decrease in anticipated contract & grants activity. These declines are somewhat offset by modest increases in auxiliary enterprises and student activity expenditures, increased student financial aid distributions, utilization of revenues generated from the technology fee and newly-established Board-approved local fees, and additional costs associated with other service related operations. Universities are also planning to utilize prior period carryforward funds to support continuing operations in light of state budget reductions absorbed during the previous four fiscal years.

1. The Education and General Budget Entity (E&G) includes the allocation of funds appropriated by the 2012 Legislature, student tuition, and other previously appropriated funds. The E&G budget entity contains resources that provide educational opportunities to citizens through instructional programs; research directed toward solving technical, social, and economic

problems facing the state and nation; and public service programs. Universities have flexibility in the development of the E&G operating budget but must report in the traditional SUS categories.

- 2) The Contracts and Grants budget entity supports research and public service through awards from federal, state, and local sources.
- 3) Auxiliary Enterprises is comprised of ancillary support units such as student housing, food service, bookstores, parking services, and computer support.
- 4) The Local Funds entity consists of operating resources for student activities, athletics, concessions, student financial aid, technology fee, Board-approved local fees, and self-insurance programs.
- 5) Finally, the Faculty Practice Plans provide for clinical activities associated with the University of Florida and University of South Florida Health Centers, and the Florida State University, University of Central Florida, and Florida International University Medical Schools.

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

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

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

Supporting Documentation Included: State University System Operating Budget Summary for Fiscal Year 2012-2013 to be Provided

Facilitators/Presenters: Tim Jones

STATE UNIVERSITY SYSTEM OF FLORIDA

2012-2013 System Operating Budget

University Summary Schedule I Reports

The state universities are required to submit a detailed plan for each budget entity for the 2012-2013 fiscal year. Universities have developed their budgets in accordance with Board of Governors Regulation 9.007 – State University System Operating Budgets. Each university Board of Trustees has approved an operating budget for the current year.

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

1. The **Education and General** budget funds the general instruction, research, and public service operations of the universities. A large portion of the system's 2012-2013 beginning fund balance reserves (\$163.7 million) is dedicated to meeting the 5% reserve requirement set forth in Section 1011.40(2) of the Florida Statutes. Additionally, millions of dollars have been reserved by the SUS to cover the costs associated with the hiring of faculty, maintenance of facilities and equipment, the maintenance of each university's financial software system, various research enhancement programs and initiatives, and the potential for budget reduction shortfalls.
2. The **Contracts and Grants** budget contains activities in support of research, public service, and training. Large fund balances are due to the timing of receipt of federal contracts or grants.
3. **Auxiliaries** are ancillary support units on each university campus. Major activities include housing, food services, bookstores, student health centers, facilities management, and computer support. Ending fund balances includes financial activities such as debt service payments, reserves, repair and replacement reserves for future maintenance costs, construction and renovation of auxiliary facilities, and prior-year encumbrances.

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

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

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

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

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

The following Summary Schedule I reports were provided to the Board of Governors' Office of Budgeting and Fiscal Policy as a component of the each state university's annual operating budget for fiscal year 2012-2013.

STATE UNIVERSITY SYSTEM OF FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 871,115,187	\$ 776,308,037	\$ 930,775,990	\$ 394,588,247	\$ 208,494,223	\$ 3,181,281,684
2						
3 <u>Receipts/Revenues</u>						
4 General Revenue	\$ 1,483,381,303	\$ -	\$ -	\$ -	\$ -	\$ 1,483,381,303
5 Lottery	\$ 199,851,218	\$ -	\$ -	\$ -	\$ -	\$ 199,851,218
6 Student Tuition	\$ 1,583,997,125	\$ -	\$ 5,410,891	\$ 12,266,423	\$ -	\$ 1,601,674,439
7 Phosphate Research	\$ 5,037,035	\$ -	\$ -	\$ -	\$ -	\$ 5,037,035
8 Other U.S. Grants	\$ 11,395,000	\$ 1,057,187,930	\$ -	\$ 1,264,939,133	\$ -	\$ 2,333,522,063
9 City or County Grants	\$ -	\$ 18,339,531	\$ -	\$ 215,000	\$ -	\$ 18,554,531
10 State Grants	\$ -	\$ 178,780,810	\$ 35,000	\$ 297,179,524	\$ -	\$ 475,995,334
11 Other Grants and Donations	\$ -	\$ 245,902,526	\$ 1,621,553	\$ 117,859,243	\$ 117,990	\$ 365,501,312
12 Donations / Contrib. Given to the State	\$ 5,230,000	\$ 559,913,453	\$ -	\$ 11,111,314	\$ -	\$ 576,254,767
13 Sales of Goods / Services	\$ 18,796,197	\$ 20,020,144	\$ 535,308,161	\$ 115,939,675	\$ 296,226,717	\$ 986,290,894
14 Sales of Data Processing Services	\$ -	\$ -	\$ 9,057,263	\$ -	\$ -	\$ 9,057,263
15 Fees	\$ 3,700,000	\$ 8,356,979	\$ 375,189,938	\$ 520,287,345	\$ 460,082,645	\$ 1,367,616,907
16 Miscellaneous Receipts	\$ -	\$ 19,175,557	\$ 244,243,026	\$ 112,631,436	\$ 71,526,631	\$ 447,576,650
17 Rent	\$ 859	\$ 35,600	\$ 86,489,224	\$ 1,642,757	\$ 82,812	\$ 88,251,252
18 Concessions	\$ -	\$ -	\$ 200,000	\$ 1,750,644	\$ -	\$ 1,950,644
19 Assessments / Services	\$ -	\$ -	\$ 2,859,126	\$ 24,669,731	\$ -	\$ 27,528,857
20 Other Receipts / Revenues ⁶	\$ 9,925,319	\$ 39,293,855	\$ 57,110,971	\$ 13,862,977	\$ 48,484,191	\$ 168,677,313
21 Subtotal:	\$ 3,321,314,056	\$ 2,147,006,385	\$ 1,317,525,153	\$ 2,494,355,202	\$ 876,520,986	\$ 10,156,721,782
22 Transfers In	\$ 741,966	\$ 313,503,650	\$ 212,351,940	\$ 129,325,505	\$ 3,869,613	\$ 659,792,674
23 Total - Receipts / Revenues:	\$ 3,322,056,022	\$ 2,460,510,035	\$ 1,529,877,093	\$ 2,623,680,707	\$ 880,390,599	\$ 10,816,514,456
24						
25 <u>Operating Expenditures</u>						
26 Salaries and Benefits	\$ 2,369,404,041	\$ 1,019,198,319	\$ 399,229,335	\$ 168,683,680	\$ 163,008,266	\$ 4,119,523,641
27 Other Personal Services	\$ 175,421,130	\$ 341,623,991	\$ 98,065,660	\$ 23,051,132	\$ 4,726,525	\$ 642,888,438
28 Expenses	\$ 563,414,676	\$ 761,053,119	\$ 722,981,995	\$ 2,321,871,951	\$ 200,945,240	\$ 4,570,266,981
29 Operating Capital Outlay	\$ 8,579,638	\$ 48,962,636	\$ 24,397,655	\$ 9,960,626	\$ 12,076,803	\$ 103,977,358
30 Risk Management	\$ 21,292,281	\$ 1,816,625	\$ 1,762,515	\$ 490,252	\$ -	\$ 25,361,673
31 Financial Aid	\$ 87,333,363	\$ 85,738	\$ 23,390	\$ 25,526,256	\$ -	\$ 112,968,747
32 Scholarships	\$ 732,890	\$ -	\$ 1,243,500	\$ 2,300,000	\$ -	\$ 4,276,390
33 Waivers	\$ 1,591,584	\$ -	\$ -	\$ -	\$ -	\$ 1,591,584
34 Finance Expense	\$ 201,856	\$ -	\$ 769,022	\$ -	\$ -	\$ 970,878
35 Debt Service	\$ 318,981	\$ -	\$ 51,701,723	\$ 9,438,076	\$ 674,000	\$ 62,132,780
36 Salary Incentive Payments	\$ 129,459	\$ -	\$ -	\$ -	\$ -	\$ 129,459
37 Law Enforcement Incentive Payments	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
38 Library Resources	\$ 32,517,525	\$ 47,454	\$ 79,182	\$ 100	\$ -	\$ 32,644,261
39 Institute of Government	\$ 835,708	\$ -	\$ -	\$ -	\$ -	\$ 835,708
40 Regional Data Centers - SUS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

STATE UNIVERSITY SYSTEM OF FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
41 Black Male Explorers Program	\$ 198,000	\$ -	\$ -	\$ -	\$ -	\$ 198,000
42 Phosphate Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43 Other Operating Category	\$ 12,542,828	\$ -	\$ -	\$ -	\$ -	\$ 12,542,828
44 Total Operating Expenditures :	<u>\$ 3,274,543,960</u>	<u>\$ 2,172,787,882</u>	<u>\$ 1,300,253,977</u>	<u>\$ 2,561,322,073</u>	<u>\$ 381,430,834</u>	<u>\$ 9,690,338,726</u>
45						
46 <u>Non-Operating Expenditures</u>						
47 Transfers	\$ 6,109,803	\$ 309,091,406	\$ 244,928,578	\$ 94,217,753	\$ 503,100,995	\$ 1,157,448,535
48 Fixed Capital Outlay	\$ -	\$ 50,000	\$ 351,136	\$ 365,000	\$ -	\$ 766,136
49 Carryforward (From Prior Period Funds)	\$ 497,929,499	\$ -	\$ -	\$ -	\$ -	\$ 497,929,499
50 Other ⁷	\$ 3,675,000	\$ -	\$ -	\$ -	\$ -	\$ 3,675,000
51 Total Non-Operating Expenditures :	<u>\$ 507,714,302</u>	<u>\$ 309,141,406</u>	<u>\$ 245,279,714</u>	<u>\$ 94,582,753</u>	<u>\$ 503,100,995</u>	<u>\$ 1,659,819,170</u>
52						
53 Ending Fund Balance :	<u>\$ 410,912,947</u>	<u>\$ 754,888,784</u>	<u>\$ 915,119,392</u>	<u>\$ 362,364,128</u>	<u>\$ 204,352,993</u>	<u>\$ 2,647,638,244</u>
54						
55 Fund Balance Increase / Decrease :	\$ (460,202,240)	\$ (21,419,253)	\$ (15,656,598)	\$ (32,224,119)	\$ (4,141,230)	\$ (533,643,440)
56 Fund Balance Percentage Change :	-52.83%	-2.76%	-1.68%	-8.17%	-1.99%	-16.77%

UNIVERSITY OF FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education &</u>			<u>Contracts &</u>			<u>Faculty</u>	
	<u>General</u> ¹	<u>IFAS E&G</u> ¹	<u>HSC E&G</u> ¹	<u>Grants</u> ²	<u>Auxiliaries</u> ³	<u>Local Funds</u> ⁴	<u>Practice</u> ⁵	<u>Summary</u>
1 Beginning Fund Balance	\$ 73,221,271	\$ 18,619,455	\$ 14,886,418	\$ 505,137,770	\$ 172,648,773	\$ 176,025,627	\$ 174,863,057	\$ 1,135,402,371
2								
3 <u>Receipts/Revenues</u>								
4 General Revenue	\$ 209,527,594	\$ 124,922,580	\$ 88,594,121			\$ -		\$ 423,044,295
5 Lottery	\$ 31,516,528	\$ 12,533,877	\$ 5,796,416			\$ -		\$ 49,846,821
6 Student Tuition	\$ 277,899,832		\$ 37,311,571			\$ -		\$ 315,211,403
7 Phosphate Research						\$ -		\$ -
8 Other U.S. Grants		\$ 11,395,000		\$ 311,004,688		\$ 303,552,784		\$ 625,952,472
9 City or County Grants						\$ -		\$ -
10 State Grants				\$ 77,383,218		\$ 81,331,461		\$ 158,714,679
11 Other Grants and Donations				\$ 170,607,601	\$ 1,580,053	\$ 38,572,182		\$ 210,759,836
12 Donations / Contrib. Given to the State			\$ 5,230,000	\$ 559,913,453		\$ 11,111,314		\$ 576,254,767
13 Sales of Goods / Services		\$ 7,112,284	\$ 11,683,913	\$ 694,286	\$ 199,602,582	\$ 61,674,747	\$ 285,852,658	\$ 566,620,470
14 Sales of Data Processing Services						\$ -		\$ -
15 Fees	\$ 3,700,000				\$ 101,623,795	\$ 39,839,932	\$ 334,619,343	\$ 479,783,070
16 Miscellaneous Receipts				\$ 5,415,525	\$ 12,149,974	\$ 1,934,849		\$ 19,500,348
17 Rent		\$ 859		\$ 35,600	\$ 3,671,047	\$ 650,000		\$ 4,357,506
18 Concessions					\$ 163,000	\$ -		\$ 163,000
19 Assessments / Services						\$ 18,265,189		\$ 18,265,189
20 Other Receipts / Revenues ⁶	\$ 3,593,000	\$ 597,592	\$ 528,303	\$ 14,390,503	\$ 4,479,669	\$ 6,512,635	\$ 48,484,191	\$ 78,585,893
21 Subtotal:	\$ 526,236,954	\$ 156,562,192	\$ 149,144,324	\$ 1,139,444,874	\$ 323,270,120	\$ 563,445,093	\$ 668,956,192	\$ 3,527,059,749
22 Transfers In		\$ 741,966		\$ 247,448,339	\$ 101,418,130	\$ 43,210,800		\$ 392,819,235
23 Total - Receipts / Revenues:	\$ 526,236,954	\$ 157,304,158	\$ 149,144,324	\$ 1,386,893,213	\$ 424,688,250	\$ 606,655,893	\$ 668,956,192	\$ 3,919,878,984
24								
25 <u>Operating Expenditures</u>								
26 Salaries and Benefits	\$ 413,743,754	\$ 118,134,859	\$ 100,435,643	\$ 596,436,193	\$ 100,757,424	\$ 49,564,683	\$ 75,664,753	\$ 1,454,737,309
27 Other Personal Services	\$ 45,120,142	\$ 1,416,542	\$ 5,004,361	\$ 180,040,934	\$ 23,206,299	\$ 1,456,675		\$ 256,244,953
28 Expenses	\$ 49,270,812	\$ 32,227,905	\$ 39,947,131	\$ 335,750,916	\$ 190,588,357	\$ 506,512,300	\$ 165,364,850	\$ 1,319,662,271
29 Operating Capital Outlay		\$ 37,235	\$ 1,694,000	\$ 16,389,539	\$ 11,969,396	\$ 2,890,000	\$ 12,076,803	\$ 45,056,973
30 Risk Management	\$ 2,235,830	\$ 1,463,894	\$ 1,366,903			\$ -		\$ 5,066,627
31 Financial Aid	\$ 1,737,381					\$ -		\$ 1,737,381
32 Scholarships						\$ -		\$ -
33 Waivers	\$ 1,415,510					\$ -		\$ 1,415,510
34 Finance Expense			\$ 59,542		\$ 769,022	\$ -		\$ 828,564
35 Debt Service					\$ 10,335,197	\$ 6,412,222	\$ 674,000	\$ 17,421,419
36 Salary Incentive Payments						\$ -		\$ -
37 Law Enforcement Incentive Payments						\$ -		\$ -
38 Library Resources	\$ 8,507,814		\$ 963,633			\$ -		\$ 9,471,447
39 Institute of Government						\$ -		\$ -
40 Regional Data Centers - SUS						\$ -		\$ -

UNIVERSITY OF FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>IFAS E&G¹</u>	<u>HSC E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
41 Black Male Explorers Program						\$ -		\$ -
42 Phosphate Research						\$ -		\$ -
43 Other Operating Category						\$ -		\$ -
44 Total Operating Expenditures :	\$ 522,031,243	\$ 153,280,435	\$ 149,471,213	\$ 1,128,617,582	\$ 337,625,695	\$ 566,835,880	\$ 253,780,406	\$ 3,111,642,454
45								
46 <u>Non-Operating Expenditures</u>								
47 Transfers	\$ 3,428,000	\$ 1,918,887	\$ 762,916	\$ 271,350,882	\$ 88,009,140	\$ 43,716,410	\$ 419,431,143	\$ 828,617,378
48 Fixed Capital Outlay						\$ 365,000		\$ 365,000
49 Carryforward (From Prior Period Funds)	\$ 39,094,830	\$ 6,655,369	\$ 6,385,753			\$ -		\$ 52,135,952
50 Other ⁷						\$ -		\$ -
51 Total Non-Operating Expenditures :	\$ 42,522,830	\$ 8,574,256	\$ 7,148,669	\$ 271,350,882	\$ 88,009,140	\$ 44,081,410	\$ 419,431,143	\$ 881,118,330
52								
53 Ending Fund Balance :	\$ 34,904,152	\$ 14,068,922	\$ 7,410,860	\$ 492,062,519	\$ 171,702,188	\$ 171,764,230	\$ 170,607,700	\$ 1,062,520,571
54								
55 Fund Balance Increase / Decrease :	\$ (38,317,119)	\$ (4,550,533)	\$ (7,475,558)	\$ (13,075,251)	\$ (946,585)	\$ (4,261,397)	\$ (4,255,357)	\$ (72,881,800)
56 Fund Balance Percentage Change :	-52.33%	-24.44%	-50.22%	-2.59%	-0.55%	-2.42%	-2.43%	-6.42%

FLORIDA STATE UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School - E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 167,109,852	\$ 48,502,656	\$ 131,759,307	\$ 147,546,229	\$ 68,949,109	\$ 410	\$ 563,867,563
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 160,737,420	\$ 32,629,950			\$ -		\$ 193,367,370
5 Lottery	\$ 26,415,961	\$ 605,115			\$ -		\$ 27,021,076
6 Student Tuition	\$ 186,752,690	\$ 9,224,210			\$ -		\$ 195,976,900
7 Phosphate Research					\$ -		\$ -
8 Other U.S. Grants			\$ 150,000,000		\$ 47,588,115		\$ 197,588,115
9 City or County Grants			\$ 400,000		\$ -		\$ 400,000
10 State Grants			\$ 21,308,600		\$ 55,264,274		\$ 76,572,874
11 Other Grants and Donations			\$ 25,000,000		\$ 17,080,135		\$ 42,080,135
12 Donations / Contrib. Given to the State					\$ -		\$ -
13 Sales of Goods / Services			\$ 11,750,000	\$ 103,997,378	\$ 41,784,208	\$ 8,703,155	\$ 166,234,741
14 Sales of Data Processing Services				\$ 9,057,263	\$ -		\$ 9,057,263
15 Fees			\$ 4,713,100	\$ 59,282,158	\$ 28,686,742		\$ 92,682,000
16 Miscellaneous Receipts					\$ -		\$ -
17 Rent				\$ 38,526,707	\$ 989,257		\$ 39,515,964
18 Concessions					\$ -		\$ -
19 Assessments / Services					\$ -		\$ -
20 Other Receipts / Revenues ⁶	\$ 2,500,000	\$ 1,000,000	\$ 22,780,000	\$ 7,493,005	\$ 5,659,596		\$ 39,432,601
21 Subtotal:	\$ 376,406,071	\$ 43,459,275	\$ 235,951,700	\$ 218,356,511	\$ 197,052,327	\$ 8,703,155	\$ 1,079,929,039
22 Transfers In					\$ 8,408,519		\$ 8,408,519
23 Total - Receipts / Revenues:	\$ 376,406,071	\$ 43,459,275	\$ 235,951,700	\$ 218,356,511	\$ 205,460,846	\$ 8,703,155	\$ 1,088,337,558
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 255,051,353	\$ 35,494,354	\$ 88,947,000	\$ 61,776,901	\$ 26,467,469	\$ 5,831,486	\$ 473,568,563
27 Other Personal Services	\$ 23,813,157	\$ 2,763,828	\$ 38,693,500	\$ 15,321,301	\$ 6,525,396	\$ 2,510,734	\$ 89,627,916
28 Expenses	\$ 75,109,843	\$ 3,619,000	\$ 77,782,700	\$ 121,841,221	\$ 185,873,554	\$ 83,574	\$ 464,309,892
29 Operating Capital Outlay	\$ 233,407	\$ 75,000	\$ 20,243,500	\$ 2,986,915	\$ 4,016,821		\$ 27,555,643
30 Risk Management	\$ 2,386,285	\$ 57,093			\$ -		\$ 2,443,378
31 Financial Aid	\$ 9,213,597				\$ -		\$ 9,213,597
32 Scholarships					\$ -		\$ -
33 Waivers	\$ 45,236				\$ -		\$ 45,236
34 Finance Expense					\$ -		\$ -
35 Debt Service				\$ 19,025,699	\$ -		\$ 19,025,699
36 Salary Incentive Payments	\$ 78,840				\$ -		\$ 78,840
37 Law Enforcement Incentive Payments					\$ -		\$ -
38 Library Resources	\$ 7,138,645	\$ 450,000			\$ -		\$ 7,588,645
39 Institute of Government	\$ 835,708				\$ -		\$ 835,708
40 Regional Data Centers - SUS					\$ -		\$ -

FLORIDA STATE UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School - E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
41 Black Male Explorers Program					\$ -		\$ -
42 Phosphate Research					\$ -		\$ -
43 Other Operating Category					\$ -		\$ -
44 Total Operating Expenditures :	\$ 373,906,071	\$ 42,459,275	\$ 225,666,700	\$ 220,952,037	\$ 222,883,240	\$ 8,425,794	\$ 1,094,293,117
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers			\$ 15,906,724	\$ 1,620,523	\$ 4,213,334	\$ 196,080	\$ 21,936,661
48 Fixed Capital Outlay			\$ 50,000		\$ -		\$ 50,000
49 Carryforward (From Prior Period Funds)	\$ 115,000,000	\$ 25,000,000			\$ -		\$ 140,000,000
50 Other ⁷	\$ 2,500,000	\$ 1,000,000			\$ -		\$ 3,500,000
51 Total Non-Operating Expenditures :	\$ 117,500,000	\$ 26,000,000	\$ 15,956,724	\$ 1,620,523	\$ 4,213,334	\$ 196,080	\$ 165,486,661
52							
53 Ending Fund Balance :	\$ 52,109,852	\$ 23,502,656	\$ 126,087,583	\$ 143,330,180	\$ 47,313,381	\$ 81,691	\$ 392,425,343
54							
55 Fund Balance Increase / Decrease :	\$ (115,000,000)	\$ (25,000,000)	\$ (5,671,724)	\$ (4,216,049)	\$ (21,635,728)	\$ 81,281	\$ (171,442,220)
56 Fund Balance Percentage Change :	-68.82%	-51.54%	-4.30%	-2.86%	-31.38%	19824.63%	-30.40%

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 59,614,417	\$ 4,246,818	\$ 24,944,534	\$ 17,998,585	\$ 106,804,354
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 67,491,835			\$ -	\$ 67,491,835
5 Lottery	\$ 9,917,968			\$ -	\$ 9,917,968
6 Student Tuition	\$ 72,006,551			\$ -	\$ 72,006,551
7 Phosphate Research				\$ -	\$ -
8 Other U.S. Grants		\$ 43,929,668		\$ 1,238,268	\$ 45,167,936
9 City or County Grants				\$ -	\$ -
10 State Grants		\$ 8,382,896	\$ 35,000	\$ 15,000,000	\$ 23,417,896
11 Other Grants and Donations		\$ 5,295,627		\$ 41,110,565	\$ 46,406,192
12 Donations / Contrib. Given to the State				\$ -	\$ -
13 Sales of Goods / Services			\$ 16,240,517	\$ 3,311,543	\$ 19,552,060
14 Sales of Data Processing Services				\$ -	\$ -
15 Fees			\$ 5,625,587	\$ 12,731,703	\$ 18,357,290
16 Miscellaneous Receipts		\$ 57,541	\$ 4,428,349	\$ 10,289,800	\$ 14,775,690
17 Rent				\$ -	\$ -
18 Concessions				\$ 190,000	\$ 190,000
19 Assessments / Services				\$ -	\$ -
20 Other Reciepts / Revenues ⁶	\$ 500,000		\$ 2,015,000	\$ -	\$ 2,515,000
21 Subtotal:	\$ 149,916,354	\$ 57,665,732	\$ 28,344,453	\$ 83,871,879	\$ 319,798,418
22 Transfers In			\$ 4,283,982	\$ 631,224	\$ 4,915,206
23 Total - Receipts / Revenues:	\$ 149,916,354	\$ 57,665,732	\$ 32,628,435	\$ 84,503,103	\$ 324,713,624
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 97,488,238	\$ 27,935,735	\$ 8,545,400	\$ 4,864,925	\$ 138,834,298
27 Other Personal Services	\$ 8,881,793	\$ 9,375,493	\$ 2,937,787	\$ 1,384,061	\$ 22,579,134
28 Expenses	\$ 33,142,268	\$ 20,468,273	\$ 14,076,524	\$ 78,171,430	\$ 145,858,495
29 Operating Capital Outlay	\$ 699,208		\$ 225,079	\$ 126,428	\$ 1,050,715
30 Risk Management	\$ 1,282,968			\$ -	\$ 1,282,968
31 Financial Aid	\$ 624,417			\$ -	\$ 624,417
32 Scholarships				\$ -	\$ -
33 Waivers	\$ 130,838			\$ -	\$ 130,838
34 Finance Expense				\$ -	\$ -
35 Debt Service	\$ 318,981		\$ 3,302,066	\$ 19,400	\$ 3,640,447
36 Salary Incentive Payments	\$ 14,799			\$ -	\$ 14,799
37 Law Enforcement Incentive Payments				\$ -	\$ -
38 Library Resources	\$ 1,634,844			\$ -	\$ 1,634,844
39 Institute of Government				\$ -	\$ -
40 Regional Data Centers - SUS				\$ -	\$ -

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
41 Black Male Explorers Program	\$ 198,000			\$ -	\$ 198,000
42 Phosphate Research				\$ -	\$ -
43 Other Operating Category	\$ 5,000,000			\$ -	\$ 5,000,000
44 Total Operating Expenditures :	<u>\$ 149,416,354</u>	<u>\$ 57,779,501</u>	<u>\$ 29,086,856</u>	<u>\$ 84,566,244</u>	<u>\$ 320,848,955</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers			\$ 2,543,331	\$ 145,725	\$ 2,689,056
48 Fixed Capital Outlay				\$ -	\$ -
49 Carryforward (From Prior Period Funds)	\$ 20,314,863			\$ -	\$ 20,314,863
50 Other ⁷				\$ -	\$ -
51 Total Non-Operating Expenditures :	<u>\$ 20,314,863</u>	<u>\$ -</u>	<u>\$ 2,543,331</u>	<u>\$ 145,725</u>	<u>\$ 23,003,919</u>
52					
53 Ending Fund Balance :	<u>\$ 39,799,554</u>	<u>\$ 4,133,049</u>	<u>\$ 25,942,782</u>	<u>\$ 17,789,719</u>	<u>\$ 87,665,104</u>
54					
55 Fund Balance Increase / Decrease :	\$ (19,814,863)	\$ (113,769)	\$ 998,248	\$ (208,866)	\$ (19,139,250)
56 Fund Balance Percentage Change :	-33.24%	-2.68%	4.00%	-1.16%	-17.92%

UNIVERSITY OF SOUTH FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>HSC E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 122,331,835	\$ 35,454,168	\$ 61,734,000	\$ 106,434,712	\$ 21,751,633	\$ 41,218,560	\$ 388,924,908
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 158,666,227	\$ 54,217,966			\$ -		\$ 212,884,193
5 Lottery	\$ 25,335,954	\$ 9,349,672			\$ -		\$ 34,685,626
6 Student Tuition	\$ 182,145,262	\$ 52,707,893		\$ 1,505,891	\$ -		\$ 236,359,046
7 Phosphate Research					\$ -		\$ -
8 Other U.S. Grants			\$ 314,818,271		\$ 321,072,626		\$ 635,890,897
9 City or County Grants					\$ -		\$ -
10 State Grants			\$ 60,000,000		\$ 46,376,440		\$ 106,376,440
11 Other Grants and Donations					\$ -	\$ 117,990	\$ 117,990
12 Donations / Contrib. Given to the State					\$ -		\$ -
13 Sales of Goods / Services				\$ 62,401,942	\$ 7,654,118		\$ 70,056,060
14 Sales of Data Processing Services					\$ -		\$ -
15 Fees				\$ 43,425,381	\$ 52,944,361	\$ 125,463,302	\$ 221,833,044
16 Miscellaneous Receipts			\$ 2,000,000	\$ 41,689,932	\$ 15,206,360	\$ 69,061,217	\$ 127,957,509
17 Rent					\$ -		\$ -
18 Concessions					\$ -		\$ -
19 Assessments / Services					\$ 6,404,542		\$ 6,404,542
20 Other Receipts / Revenues ⁶	\$ 479,202	\$ 152,222	\$ 1,000,000	\$ 24,366,121	\$ 198,385		\$ 26,195,930
21 Subtotal:	\$ 366,626,645	\$ 116,427,753	\$ 377,818,271	\$ 173,389,267	\$ 449,856,832	\$ 194,642,509	\$ 1,678,761,277
22 Transfers In			\$ 6,752,339	\$ 48,604,284	\$ 25,459,121		\$ 80,815,744
23 Total - Receipts / Revenues:	\$ 366,626,645	\$ 116,427,753	\$ 384,570,610	\$ 221,993,551	\$ 475,315,953	\$ 194,642,509	\$ 1,759,577,021
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 274,307,430	\$ 86,093,837	\$ 157,000,002	\$ 56,525,799	\$ 19,805,681	\$ 78,980,704	\$ 672,713,453
27 Other Personal Services	\$ 24,321,504	\$ 3,292,823	\$ 82,025,143	\$ 12,950,488	\$ 4,492,820	\$ 2,215,791	\$ 129,298,569
28 Expenses	\$ 43,144,610	\$ 24,813,343	\$ 138,409,136	\$ 89,148,698	\$ 432,435,382	\$ 33,196,830	\$ 761,147,999
29 Operating Capital Outlay	\$ 3,285,563	\$ 322,054	\$ 7,499,997	\$ 4,219,520	\$ 1,486,954		\$ 16,814,088
30 Risk Management	\$ 2,946,609	\$ 386,336	\$ 1,500,000	\$ 1,149,619	\$ 490,252		\$ 6,472,816
31 Financial Aid	\$ 12,415,104	\$ 539,812			\$ -		\$ 12,954,916
32 Scholarships					\$ -		\$ -
33 Waivers					\$ -		\$ -
34 Finance Expense					\$ -		\$ -
35 Debt Service				\$ 5,236,936	\$ 2,255,000		\$ 7,491,936
36 Salary Incentive Payments					\$ -		\$ -
37 Law Enforcement Incentive Payments					\$ -		\$ -
38 Library Resources	\$ 5,726,623	\$ 827,326		\$ 54,600	\$ 100		\$ 6,608,649
39 Institute of Government					\$ -		\$ -
40 Regional Data Centers - SUS					\$ -		\$ -

UNIVERSITY OF SOUTH FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General</u> ¹	<u>HSC E&G</u> ¹	<u>Contracts & Grants</u> ²	<u>Auxiliaries</u> ³	<u>Local Funds</u> ⁴	<u>Faculty Practice</u> ⁵	<u>Summary</u>
41 Black Male Explorers Program					\$ -		\$ -
42 Phosphate Research					\$ -		\$ -
43 Other Operating Category					\$ -		\$ -
44 Total Operating Expenditures :	\$ 366,147,443	\$ 116,275,531	\$ 386,434,278	\$ 169,285,660	\$ 460,966,189	\$ 114,393,325	\$ 1,613,502,426
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers				\$ 62,245,172	\$ 18,423,459	\$ 80,249,185	\$ 160,917,816
48 Fixed Capital Outlay					\$ -		\$ -
49 Carryforward (From Prior Period Funds)	\$ 80,000,000	\$ 26,499,792			\$ -		\$ 106,499,792
50 Other ⁷					\$ -		\$ -
51 Total Non-Operating Expenditures :	\$ 80,000,000	\$ 26,499,792	\$ -	\$ 62,245,172	\$ 18,423,459	\$ 80,249,185	\$ 267,417,608
52							
53 Ending Fund Balance :	\$ 42,811,037	\$ 9,106,598	\$ 59,870,332	\$ 96,897,431	\$ 17,677,938	\$ 41,218,559	\$ 267,581,895
54							
55 Fund Balance Increase / Decrease :	\$ (79,520,798)	\$ (26,347,570)	\$ (1,863,668)	\$ (9,537,281)	\$ (4,073,695)	\$ (1)	\$ (121,343,013)
56 Fund Balance Percentage Change :	-65.00%	-74.31%	-3.02%	-8.96%	-18.73%	0.00%	-31.20%

FLORIDA ATLANTIC UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School - E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 56,367,988	\$ 5,925,124	\$ 11,781,076	\$ 105,293,614	\$ 12,180,743	\$ 191,548,545
2						
3 <u>Receipts/Revenues</u>						
4 General Revenue	\$ 91,510,614	\$ 12,778,503			\$ -	\$ 104,289,117
5 Lottery	\$ 13,896,935				\$ -	\$ 13,896,935
6 Student Tuition	\$ 116,345,659	\$ 4,196,880			\$ -	\$ 120,542,539
7 Phosphate Research					\$ -	\$ -
8 Other U.S. Grants			\$ 43,790,515		\$ -	\$ 43,790,515
9 City or County Grants					\$ -	\$ -
10 State Grants			\$ 3,929,918		\$ -	\$ 3,929,918
11 Other Grants and Donations					\$ -	\$ -
12 Donations / Contrib. Given to the State					\$ -	\$ -
13 Sales of Goods / Services				\$ 53,512,605	\$ -	\$ 53,512,605
14 Sales of Data Processing Services					\$ -	\$ -
15 Fees				\$ 31,557,244	\$ 217,808,620	\$ 249,365,864
16 Miscellaneous Receipts			\$ 8,421,253	\$ 5,018,711	\$ -	\$ 13,439,964
17 Rent					\$ -	\$ -
18 Concessions					\$ 480,250	\$ 480,250
19 Assessments / Services					\$ -	\$ -
20 Other Receipts / Revenues ⁶					\$ -	\$ -
21 Subtotal:	\$ 221,753,208	\$ 16,975,383	\$ 56,141,686	\$ 90,088,560	\$ 218,288,870	\$ 603,247,707
22 Transfers In			\$ 9,333,610	\$ 13,865,913	\$ 6,317,344	\$ 29,516,867
23 Total - Receipts / Revenues:	\$ 221,753,208	\$ 16,975,383	\$ 65,475,296	\$ 103,954,473	\$ 224,606,214	\$ 632,764,574
24						
25 <u>Operating Expenditures</u>						
26 Salaries and Benefits	\$ 146,431,231	\$ 12,855,908	\$ 27,831,821	\$ 23,836,186	\$ 7,490,206	\$ 218,445,352
27 Other Personal Services	\$ 15,219,715	\$ 321,425	\$ 9,798,297	\$ 14,616,995	\$ 1,722,501	\$ 41,678,933
28 Expenses	\$ 50,855,078	\$ 3,798,050	\$ 27,118,321	\$ 59,000,960	\$ 207,934,690	\$ 348,707,099
29 Operating Capital Outlay					\$ -	\$ -
30 Risk Management	\$ 2,357,280				\$ -	\$ 2,357,280
31 Financial Aid	\$ 6,889,904				\$ -	\$ 6,889,904
32 Scholarships					\$ -	\$ -
33 Waivers					\$ -	\$ -
34 Finance Expense					\$ -	\$ -
35 Debt Service					\$ -	\$ -
36 Salary Incentive Payments					\$ -	\$ -
37 Law Enforcement Incentive Payments					\$ -	\$ -
38 Library Resources					\$ -	\$ -
39 Institute of Government					\$ -	\$ -
40 Regional Data Centers - SUS					\$ -	\$ -

FLORIDA ATLANTIC UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School - E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
41 Black Male Explorers Program					\$ -	\$ -
42 Phosphate Research					\$ -	\$ -
43 Other Operating Category					\$ -	\$ -
44 Total Operating Expenditures :	\$ 221,753,208	\$ 16,975,383	\$ 64,748,439	\$ 97,454,141	\$ 217,147,397	\$ 618,078,568
45						
46 <u>Non-Operating Expenditures</u>						
47 Transfers				\$ 11,169,172	\$ 8,915,859	\$ 20,085,031
48 Fixed Capital Outlay					\$ -	\$ -
49 Carryforward (From Prior Period Funds)	\$ 45,280,328	\$ 5,076,355			\$ -	\$ 50,356,683
50 Other ⁷					\$ -	\$ -
51 Total Non-Operating Expenditures :	\$ 45,280,328	\$ 5,076,355	\$ -	\$ 11,169,172	\$ 8,915,859	\$ 70,441,714
52						
53 Ending Fund Balance :	\$ 11,087,660	\$ 848,769	\$ 12,507,933	\$ 100,624,774	\$ 10,723,701	\$ 135,792,837
54						
55 Fund Balance Increase / Decrease :	\$ (45,280,328)	\$ (5,076,355)	\$ 726,857	\$ (4,668,840)	\$ (1,457,042)	\$ (55,755,708)
56 Fund Balance Percentage Change :	-80.33%	-85.68%	6.17%	-4.43%	-11.96%	-29.11%

UNIVERSITY OF WEST FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 28,789,641	\$ 6,832,553	\$ 17,331,676	\$ 10,529,989	\$ 63,483,859
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 35,992,688			\$ -	\$ 35,992,688
5 Lottery	\$ 5,441,608			\$ -	\$ 5,441,608
6 Student Tuition	\$ 44,213,716			\$ -	\$ 44,213,716
7 Phosphate Research				\$ -	\$ -
8 Other U.S. Grants		\$ 11,868,655		\$ 48,000,000	\$ 59,868,655
9 City or County Grants		\$ 14,293,305		\$ -	\$ 14,293,305
10 State Grants				\$ -	\$ -
11 Other Grants and Donations		\$ 3,269,703		\$ -	\$ 3,269,703
12 Donations / Contrib. Given to the State				\$ -	\$ -
13 Sales of Goods / Services		\$ 900,000	\$ 1,650,000	\$ 12,000	\$ 2,562,000
14 Sales of Data Processing Services				\$ -	\$ -
15 Fees		\$ 1,626,096	\$ 7,000,000	\$ 12,669,341	\$ 21,295,437
16 Miscellaneous Receipts		\$ 1,011,181	\$ 2,400,000	\$ 31,251,640	\$ 34,662,821
17 Rent			\$ 150,000	\$ 3,500	\$ 153,500
18 Concessions				\$ -	\$ -
19 Assessments / Services				\$ -	\$ -
20 Other Reciepts / Revenues ⁶	\$ 400,000	\$ 231,695	\$ 4,800,000	\$ 135,000	\$ 5,566,695
21 Subtotal:	\$ 86,048,012	\$ 33,200,635	\$ 16,000,000	\$ 92,071,481	\$ 227,320,128
22 Transfers In				\$ -	\$ -
23 Total - Receipts / Revenues:	\$ 86,048,012	\$ 33,200,635	\$ 16,000,000	\$ 92,071,481	\$ 227,320,128
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 67,335,790	\$ 6,085,590	\$ 4,413,598	\$ 3,400,943	\$ 81,235,921
27 Other Personal Services	\$ 6,772,876	\$ 2,201,244	\$ 2,099,778	\$ 1,196,811	\$ 12,270,709
28 Expenses	\$ 1,614,369	\$ 24,957,526	\$ 8,635,482	\$ 84,099,523	\$ 119,306,900
29 Operating Capital Outlay		\$ 209,575	\$ 100,006	\$ 463,050	\$ 772,631
30 Risk Management	\$ 633,644			\$ -	\$ 633,644
31 Financial Aid	\$ 748,205			\$ -	\$ 748,205
32 Scholarships				\$ -	\$ -
33 Waivers				\$ -	\$ -
34 Finance Expense				\$ -	\$ -
35 Debt Service				\$ -	\$ -
36 Salary Incentive Payments				\$ -	\$ -
37 Law Enforcement Incentive Payments				\$ -	\$ -
38 Library Resources	\$ 1,000,300			\$ -	\$ 1,000,300
39 Institute of Government				\$ -	\$ -
40 Regional Data Centers - SUS				\$ -	\$ -

UNIVERSITY OF WEST FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
41 Black Male Explorers Program				\$ -	\$ -
42 Phosphate Research				\$ -	\$ -
43 Other Operating Category	\$ 7,542,828			\$ -	\$ 7,542,828
44 Total Operating Expenditures :	<u>\$ 85,648,012</u>	<u>\$ 33,453,935</u>	<u>\$ 15,248,864</u>	<u>\$ 89,160,327</u>	<u>\$ 223,511,138</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$ (400,000)	\$ 200,000	\$ 1,546,794	\$ 1,346,794
48 Fixed Capital Outlay			\$ 351,136	\$ -	\$ 351,136
49 Carryforward (From Prior Period Funds)	\$ 17,900,000			\$ -	\$ 17,900,000
50 Other ⁷				\$ -	\$ -
51 Total Non-Operating Expenditures :	<u>\$ 17,900,000</u>	<u>\$ (400,000)</u>	<u>\$ 551,136</u>	<u>\$ 1,546,794</u>	<u>\$ 19,597,930</u>
52					
53 Ending Fund Balance :	<u>\$ 11,289,641</u>	<u>\$ 6,979,253</u>	<u>\$ 17,531,676</u>	<u>\$ 11,894,349</u>	<u>\$ 47,694,919</u>
54					
55 Fund Balance Increase / Decrease :	\$ (17,500,000)	\$ 146,700	\$ 200,000	\$ 1,364,360	\$ (15,788,940)
56 Fund Balance Percentage Change :	-60.79%	2.15%	1.15%	12.96%	-24.87%

UNIVERSITY OF CENTRAL FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>*Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 131,302,411	\$ 10,150,816	\$ 22,504,739	\$ 139,761,947	\$ 47,621,351	\$ (7,588,741)	\$ 343,752,523
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 144,291,620	\$ 22,963,376			\$ -		\$ 167,254,996
5 Lottery	\$ 24,076,978				\$ -		\$ 24,076,978
6 Student Tuition	\$ 246,682,141	\$ 8,180,191		\$ 3,905,000	\$ -		\$ 258,767,332
7 Phosphate Research					\$ -		\$ -
8 Other U.S. Grants			\$ 94,248,421		\$ 403,627,361		\$ 497,875,782
9 City or County Grants					\$ -		\$ -
10 State Grants			\$ 5,387,291		\$ 71,406,360		\$ 76,793,651
11 Other Grants and Donations			\$ 23,801,440		\$ -		\$ 23,801,440
12 Donations / Contrib. Given to the State					\$ -		\$ -
13 Sales of Goods / Services					\$ -		\$ -
14 Sales of Data Processing Services					\$ -		\$ -
15 Fees				\$ 66,841,727	\$ 65,834,956		\$ 132,676,683
16 Miscellaneous Receipts			\$ 952,266	\$ 107,968,343	\$ 39,713,385	\$ 2,465,414	\$ 151,099,408
17 Rent					\$ -		\$ -
18 Concessions					\$ -		\$ -
19 Assessments / Services					\$ -		\$ -
20 Other Receipts / Revenues ⁶			\$ 813,020		\$ 669,522		\$ 1,482,542
21 Subtotal:	\$ 415,050,739	\$ 31,143,567	\$ 125,202,438	\$ 178,715,070	\$ 581,251,584	\$ 2,465,414	\$ 1,333,828,812
22 Transfers In			\$ 25,836,830		\$ 30,090,984	\$ 2,116,044	\$ 58,043,858
23 Total - Receipts / Revenues:	\$ 415,050,739	\$ 31,143,567	\$ 151,039,268	\$ 178,715,070	\$ 611,342,568	\$ 4,581,458	\$ 1,391,872,670
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 278,986,318	\$ 22,752,284	\$ 61,839,162	\$ 55,502,405	\$ 31,131,848	\$ 2,531,323	\$ 452,743,340
27 Other Personal Services					\$ -		\$ -
28 Expenses	\$ 106,503,995	\$ 8,391,283	\$ 92,758,742	\$ 119,481,594	\$ 579,261,235	\$ 2,050,133	\$ 908,446,982
29 Operating Capital Outlay					\$ -		\$ -
30 Risk Management	\$ 1,998,087				\$ -		\$ 1,998,087
31 Financial Aid	\$ 26,130,677				\$ -		\$ 26,130,677
32 Scholarships					\$ -		\$ -
33 Waivers					\$ -		\$ -
34 Finance Expense					\$ -		\$ -
35 Debt Service					\$ 751,454		\$ 751,454
36 Salary Incentive Payments					\$ -		\$ -
37 Law Enforcement Incentive Payments					\$ -		\$ -
38 Library Resources	\$ 1,431,662				\$ -		\$ 1,431,662
39 Institute of Government					\$ -		\$ -
40 Regional Data Centers - SUS					\$ -		\$ -

UNIVERSITY OF CENTRAL FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General</u> ¹	<u>Medical School E&G</u> ¹	<u>Contracts & Grants</u> ²	<u>Auxiliaries</u> ³	<u>Local Funds</u> ⁴	<u>*Faculty Practice</u> ⁵	<u>Summary</u>
41 Black Male Explorers Program					\$ -		\$ -
42 Phosphate Research					\$ -		\$ -
43 Other Operating Category					\$ -		\$ -
44 Total Operating Expenditures :	\$ 415,050,739	\$ 31,143,567	\$ 154,597,904	\$ 174,983,999	\$ 611,144,537	\$ 4,581,456	\$ 1,391,502,202
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers					\$ -		\$ -
48 Fixed Capital Outlay					\$ -		\$ -
49 Carryforward (From Prior Period Funds)	\$ 48,806,670	\$ 2,000,000			\$ -		\$ 50,806,670
50 Other ⁷					\$ -		\$ -
51 Total Non-Operating Expenditures :	\$ 48,806,670	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 50,806,670
52							
53 Ending Fund Balance :	\$ 82,495,741	\$ 8,150,816	\$ 18,946,103	\$ 143,493,018	\$ 47,819,382	\$ (7,588,739)	\$ 293,316,321
54							
55 Fund Balance Increase / Decrease :	\$ (48,806,670)	\$ (2,000,000)	\$ (3,558,636)	\$ 3,731,071	\$ 198,031	\$ 2	\$ (50,436,202)
56 Fund Balance Percentage Change :	-37.17%	-19.70%	-15.81%	2.67%	0.42%	0.00%	-14.67%

FLORIDA INTERNATIONAL UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 65,958,419	\$ 5,164,459	\$ 24,093,229	\$ 168,922,730	\$ 24,763,220	\$ 937	\$ 288,902,994
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 121,919,894	\$ 26,902,957			\$ -		\$ 148,822,851
5 Lottery	\$ 20,502,257				\$ -		\$ 20,502,257
6 Student Tuition	\$ 206,357,131	\$ 10,274,382			\$ 12,266,423		\$ 228,897,936
7 Phosphate Research					\$ -		\$ -
8 Other U.S. Grants			\$ 71,757,159		\$ 96,438,149		\$ 168,195,308
9 City or County Grants			\$ 3,187,500		\$ -		\$ 3,187,500
10 State Grants					\$ 27,585,989		\$ 27,585,989
11 Other Grants and Donations			\$ 11,602,500		\$ -		\$ 11,602,500
12 Donations / Contrib. Given to the State					\$ -		\$ -
13 Sales of Goods / Services			\$ 6,675,858	\$ 97,903,137	\$ 1,503,059	\$ 1,670,904	\$ 107,752,958
14 Sales of Data Processing Services					\$ -		\$ -
15 Fees			\$ 1,550,469	\$ 49,091,073	\$ 56,326,340		\$ 106,967,882
16 Miscellaneous Receipts				\$ 17,091,685	\$ 10,066,476		\$ 27,158,161
17 Rent				\$ 26,265,225	\$ -	\$ 82,812	\$ 26,348,037
18 Concessions					\$ 1,020,394		\$ 1,020,394
19 Assessments / Services					\$ -		\$ -
20 Other Receipts / Revenues ⁶				\$ 12,347,938	\$ 487,997		\$ 12,835,935
21 Subtotal:	\$ 348,779,282	\$ 37,177,339	\$ 94,773,486	\$ 202,699,058	\$ 205,694,827	\$ 1,753,716	\$ 890,877,708
22 Transfers In			\$ 21,642,002	\$ 36,071,790	\$ 13,942,898	\$ 1,753,569	\$ 73,410,259
23 Total - Receipts / Revenues:	\$ 348,779,282	\$ 37,177,339	\$ 116,415,488	\$ 238,770,848	\$ 219,637,725	\$ 3,507,285	\$ 964,287,967
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 250,821,853	\$ 30,821,170	\$ 43,198,898	\$ 66,563,306	\$ 11,422,553		\$ 402,827,780
27 Other Personal Services	\$ 25,163,544	\$ 732,733	\$ 15,942,440	\$ 22,533,404	\$ 2,006,400		\$ 66,378,521
28 Expenses	\$ 45,258,696	\$ 4,275,162	\$ 31,935,254	\$ 76,421,630	\$ 191,224,502	\$ 249,853	\$ 349,365,097
29 Operating Capital Outlay	\$ 1,927,960		\$ 3,369,791	\$ 4,312,541	\$ 776,000		\$ 10,386,292
30 Risk Management	\$ 2,068,882	\$ 20,867	\$ 236,625	\$ 461,596	\$ -		\$ 2,787,970
31 Financial Aid	\$ 20,613,106				\$ -		\$ 20,613,106
32 Scholarships				\$ 1,243,500	\$ -		\$ 1,243,500
33 Waivers					\$ -		\$ -
34 Finance Expense	\$ 142,314				\$ -		\$ 142,314
35 Debt Service				\$ 11,942,599	\$ -		\$ 11,942,599
36 Salary Incentive Payments	\$ 35,820				\$ -		\$ 35,820
37 Law Enforcement Incentive Payments					\$ -		\$ -
38 Library Resources	\$ 2,747,107	\$ 550,926			\$ -		\$ 3,298,033
39 Institute of Government					\$ -		\$ -
40 Regional Data Centers - SUS					\$ -		\$ -

FLORIDA INTERNATIONAL UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General</u> ¹	<u>Medical School E&G</u> ¹	<u>Contracts & Grants</u> ²	<u>Auxiliaries</u> ³	<u>Local Funds</u> ⁴	<u>Faculty Practice</u> ⁵	<u>Summary</u>
41 Black Male Explorers Program					\$ -		\$ -
42 Phosphate Research					\$ -		\$ -
43 Other Operating Category					\$ -		\$ -
44 Total Operating Expenditures :	\$ 348,779,282	\$ 36,400,858	\$ 94,683,008	\$ 183,478,576	\$ 205,429,455	\$ 249,853	\$ 869,021,032
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers			\$ 22,242,001	\$ 60,218,237	\$ 15,805,176	\$ 3,224,587	\$ 101,490,001
48 Fixed Capital Outlay					\$ -		\$ -
49 Carryforward (From Prior Period Funds)	\$ 42,789,266	\$ 3,558,734			\$ -		\$ 46,348,000
50 Other ⁷					\$ -		\$ -
51 Total Non-Operating Expenditures :	\$ 42,789,266	\$ 3,558,734	\$ 22,242,001	\$ 60,218,237	\$ 15,805,176	\$ 3,224,587	\$ 147,838,001
52							
53 Ending Fund Balance :	\$ 23,169,153	\$ 2,382,206	\$ 23,583,708	\$ 163,996,765	\$ 23,166,314	\$ 33,782	\$ 236,331,928
54							
55 Fund Balance Increase / Decrease :	\$ (42,789,266)	\$ (2,782,253)	\$ (509,521)	\$ (4,925,965)	\$ (1,596,906)	\$ 32,845	\$ (52,571,066)
56 Fund Balance Percentage Change :	-64.87%	-53.87%	-2.11%	-2.92%	-6.45%	3505.34%	-18.20%

UNIVERSITY OF NORTH FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 18,484,771	\$ 3,556,686	\$ 35,954,983	\$ 11,903,631	\$ 69,900,071
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 57,420,296			\$ -	\$ 57,420,296
5 Lottery	\$ 8,546,931			\$ -	\$ 8,546,931
6 Student Tuition	\$ 65,125,469			\$ -	\$ 65,125,469
7 Phosphate Research				\$ -	\$ -
8 Other U.S. Grants		\$ 8,648,112		\$ 21,000,000	\$ 29,648,112
9 City or County Grants				\$ -	\$ -
10 State Grants				\$ -	\$ -
11 Other Grants and Donations		\$ 1,863,409		\$ 17,021,610	\$ 18,885,019
12 Donations / Contrib. Given to the State				\$ -	\$ -
13 Sales of Goods / Services				\$ -	\$ -
14 Sales of Data Processing Services				\$ -	\$ -
15 Fees		\$ 467,314	\$ 6,763,753	\$ 21,336,641	\$ 28,567,708
16 Miscellaneous Receipts		\$ 859,531	\$ 12,821,199	\$ 2,978,501	\$ 16,659,231
17 Rent			\$ 17,876,245	\$ -	\$ 17,876,245
18 Concessions			\$ 37,000	\$ 60,000	\$ 97,000
19 Assessments / Services			\$ 2,859,126	\$ -	\$ 2,859,126
20 Other Receipts / Revenues ⁶		\$ 24,871	\$ 1,142,228	\$ 185,842	\$ 1,352,941
21 Subtotal:	\$ 131,092,696	\$ 11,863,237	\$ 41,499,551	\$ 62,582,594	\$ 247,038,078
22 Transfers In		\$ 296,379	\$ 4,085,615	\$ 577,615	\$ 4,959,609
23 Total - Receipts / Revenues:	\$ 131,092,696	\$ 12,159,616	\$ 45,585,166	\$ 63,160,209	\$ 251,997,687
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 97,573,937	\$ 5,593,101	\$ 10,501,896	\$ 8,735,106	\$ 122,404,040
27 Other Personal Services	\$ 5,423,716	\$ 1,309,711	\$ 2,194,780	\$ 2,980,515	\$ 11,908,722
28 Expenses	\$ 22,038,289	\$ 4,869,818	\$ 28,220,877	\$ 50,294,010	\$ 105,422,994
29 Operating Capital Outlay	\$ 79,124	\$ 552,331	\$ 366,847	\$ 154,873	\$ 1,153,175
30 Risk Management	\$ 679,431	\$ 80,000		\$ -	\$ 759,431
31 Financial Aid	\$ 5,046,898			\$ 425,184	\$ 5,472,082
32 Scholarships				\$ -	\$ -
33 Waivers				\$ -	\$ -
34 Finance Expense				\$ -	\$ -
35 Debt Service				\$ -	\$ -
36 Salary Incentive Payments				\$ -	\$ -
37 Law Enforcement Incentive Payments	\$ 30,000			\$ -	\$ 30,000
38 Library Resources	\$ 221,301	\$ 47,454	\$ 24,582	\$ -	\$ 293,337
39 Institute of Government				\$ -	\$ -
40 Regional Data Centers - SUS				\$ -	\$ -

UNIVERSITY OF NORTH FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
41 Black Male Explorers Program				\$ -	\$ -
42 Phosphate Research				\$ -	\$ -
43 Other Operating Category				\$ -	\$ -
44 Total Operating Expenditures :	\$ 131,092,696	\$ 12,452,415	\$ 41,308,982	\$ 62,589,688	\$ 247,443,781
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$ 89,676	\$ 5,065,224	\$ 1,290,996	\$ 6,445,896
48 Fixed Capital Outlay				\$ -	\$ -
49 Carryforward (From Prior Period Funds)	\$ 11,930,136			\$ -	\$ 11,930,136
50 Other ⁷				\$ -	\$ -
51 Total Non-Operating Expenditures :	\$ 11,930,136	\$ 89,676	\$ 5,065,224	\$ 1,290,996	\$ 18,376,032
52					
53 Ending Fund Balance :	\$ 6,554,635	\$ 3,174,211	\$ 35,165,943	\$ 11,183,156	\$ 56,077,945
54					
55 Fund Balance Increase / Decrease :	\$ (11,930,136)	\$ (382,475)	\$ (789,040)	\$ (720,475)	\$ (13,822,126)
56 Fund Balance Percentage Change :	-64.54%	-10.75%	-2.19%	-6.05%	-19.77%

FLORIDA GULF COAST UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 6,444,922	\$ 4,137,300	\$ 6,436,221	\$ 2,379,241	\$ 19,397,684
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 37,332,312			\$ -	\$ 37,332,312
5 Lottery	\$ 4,809,227			\$ -	\$ 4,809,227
6 Student Tuition	\$ 52,687,905			\$ -	\$ 52,687,905
7 Phosphate Research				\$ -	\$ -
8 Other U.S. Grants		\$ 6,417,629		\$ 22,421,830	\$ 28,839,459
9 City or County Grants		\$ 458,726		\$ 215,000	\$ 673,726
10 State Grants		\$ 2,388,887		\$ 215,000	\$ 2,603,887
11 Other Grants and Donations		\$ 3,543,985	\$ 41,500	\$ 462,650	\$ 4,048,135
12 Donations / Contrib. Given to the State				\$ -	\$ -
13 Sales of Goods / Services				\$ -	\$ -
14 Sales of Data Processing Services				\$ -	\$ -
15 Fees			\$ 3,321,769	\$ 11,195,332	\$ 14,517,101
16 Miscellaneous Receipts		\$ (266)	\$ 35,151,252	\$ 1,186,425	\$ 36,337,411
17 Rent				\$ -	\$ -
18 Concessions				\$ -	\$ -
19 Assessments / Services				\$ -	\$ -
20 Other Reciepts / Revenues ⁶		\$ 48,766	\$ 330,000	\$ -	\$ 378,766
21 Subtotal:	\$ 94,829,444	\$ 12,857,727	\$ 38,844,521	\$ 35,696,237	\$ 182,227,929
22 Transfers In		\$ 2,194,151	\$ 2,600,000	\$ 687,000	\$ 5,481,151
23 Total - Receipts / Revenues:	\$ 94,829,444	\$ 15,051,878	\$ 41,444,521	\$ 36,383,237	\$ 187,709,080
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 66,275,982	\$ 3,857,043	\$ 9,613,191	\$ 5,569,488	\$ 85,315,704
27 Other Personal Services	\$ 6,685,599	\$ 1,675,950	\$ 1,830,203	\$ 1,067,633	\$ 11,259,385
28 Expenses	\$ 16,399,175	\$ 6,203,226	\$ 12,740,690	\$ 5,743,426	\$ 41,086,517
29 Operating Capital Outlay	\$ 226,087	\$ 445,564	\$ 193,351	\$ 38,500	\$ 903,502
30 Risk Management	\$ 1,047,646		\$ 127,300	\$ -	\$ 1,174,946
31 Financial Aid	\$ 2,959,276	\$ 85,738	\$ 23,390	\$ 23,636,591	\$ 26,704,995
32 Scholarships				\$ -	\$ -
33 Waivers				\$ -	\$ -
34 Finance Expense				\$ -	\$ -
35 Debt Service				\$ -	\$ -
36 Salary Incentive Payments				\$ -	\$ -
37 Law Enforcement Incentive Payments				\$ -	\$ -
38 Library Resources	\$ 1,135,679			\$ -	\$ 1,135,679
39 Institute of Government				\$ -	\$ -
40 Regional Data Centers - SUS				\$ -	\$ -

FLORIDA GULF COAST UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
41 Black Male Explorers Program				\$ -	\$ -
42 Phosphate Research				\$ -	\$ -
43 Other Operating Category				\$ -	\$ -
44 Total Operating Expenditures :	\$ 94,729,444	\$ 12,267,521	\$ 24,528,125	\$ 36,055,638	\$ 167,580,728
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$ (97,877)	\$ 12,481,553	\$ 160,000	\$ 12,543,676
48 Fixed Capital Outlay				\$ -	\$ -
49 Carryforward (From Prior Period Funds)				\$ -	\$ -
50 Other ⁷				\$ -	\$ -
51 Total Non-Operating Expenditures :	\$ -	\$ (97,877)	\$ 12,481,553	\$ 160,000	\$ 12,543,676
52					
53 Ending Fund Balance :	\$ 6,544,922	\$ 7,019,534	\$ 10,871,064	\$ 2,546,840	\$ 26,982,360
54					
55 Fund Balance Increase/Decrease :	\$ 100,000	\$ 2,882,234	\$ 4,434,843	\$ 167,599	\$ 7,584,676
56 Fund Balance Percentage Change :	1.55%	69.66%	68.90%	7.04%	39.10%

NEW COLLEGE OF FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 2,786,564	\$ 524,559	\$ 5,500,571	\$ 485,118	\$ 9,296,812
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 13,387,355			\$ -	\$ 13,387,355
5 Lottery	\$ 738,282			\$ -	\$ 738,282
6 Student Tuition	\$ 5,857,569			\$ -	\$ 5,857,569
7 Phosphate Research				\$ -	\$ -
8 Other U.S. Grants		\$ 704,812		\$ -	\$ 704,812
9 City or County Grants				\$ -	\$ -
10 State Grants				\$ -	\$ -
11 Other Grants and Donations		\$ 918,261		\$ 3,612,101	\$ 4,530,362
12 Donations / Contrib. Given to the State				\$ -	\$ -
13 Sales of Goods / Services				\$ -	\$ -
14 Sales of Data Processing Services				\$ -	\$ -
15 Fees			\$ 657,451	\$ 913,377	\$ 1,570,828
16 Miscellaneous Receipts		\$ 458,526	\$ 5,523,581	\$ 4,000	\$ 5,986,107
17 Rent				\$ -	\$ -
18 Concessions				\$ -	\$ -
19 Assessments / Services				\$ -	\$ -
20 Other Reciepts / Revenues ⁶	\$ 175,000	\$ 5,000	\$ 137,010	\$ 14,000	\$ 331,010
21 Subtotal:	\$ 20,158,206	\$ 2,086,599	\$ 6,318,042	\$ 4,543,478	\$ 33,106,325
22 Transfers In			\$ 1,422,226	\$ -	\$ 1,422,226
23 Total - Receipts / Revenues:	\$ 20,158,206	\$ 2,086,599	\$ 7,740,268	\$ 4,543,478	\$ 34,528,551
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 14,800,100	\$ 473,774	\$ 1,193,229	\$ 230,778	\$ 16,697,881
27 Other Personal Services	\$ 487,372	\$ 561,279	\$ 374,625	\$ 218,320	\$ 1,641,596
28 Expenses	\$ 3,005,667	\$ 799,207	\$ 2,825,962	\$ 321,899	\$ 6,952,735
29 Operating Capital Outlay		\$ 252,339	\$ 24,000	\$ 8,000	\$ 284,339
30 Risk Management	\$ 360,526		\$ 24,000	\$ -	\$ 384,526
31 Financial Aid	\$ 414,986			\$ 1,464,481	\$ 1,879,467
32 Scholarships	\$ 732,890			\$ 2,300,000	\$ 3,032,890
33 Waivers				\$ -	\$ -
34 Finance Expense				\$ -	\$ -
35 Debt Service			\$ 1,859,226	\$ -	\$ 1,859,226
36 Salary Incentive Payments				\$ -	\$ -
37 Law Enforcement Incentive Payments				\$ -	\$ -
38 Library Resources	\$ 181,665			\$ -	\$ 181,665
39 Institute of Government				\$ -	\$ -
40 Regional Data Centers - SUS				\$ -	\$ -

NEW COLLEGE OF FLORIDA
2012-2013 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
41 Black Male Explorers Program				\$ -	\$ -
42 Phosphate Research				\$ -	\$ -
43 Other Operating Category				\$ -	\$ -
44 Total Operating Expenditures :	\$ 19,983,206	\$ 2,086,599	\$ 6,301,042	\$ 4,543,478	\$ 32,914,325
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers			\$ 1,376,226	\$ -	\$ 1,376,226
48 Fixed Capital Outlay				\$ -	\$ -
49 Carryforward (From Prior Period Funds)	\$ 1,637,403			\$ -	\$ 1,637,403
50 Other ⁷	\$ 175,000			\$ -	\$ 175,000
51 Total Non-Operating Expenditures :	\$ 1,812,403	\$ -	\$ 1,376,226	\$ -	\$ 3,188,629
52					
53 Ending Fund Balance :	\$ 1,149,161	\$ 524,559	\$ 5,563,571	\$ 485,118	\$ 7,722,409
54					
55 Fund Balance Increase / Decrease :	\$ (1,637,403)	\$ -	\$ 63,000	\$ -	\$ (1,574,403)
56 Fund Balance Percentage Change :	-58.76%	0.00%	1.15%	0.00%	-16.93%

FLORIDA POLYTECHNIC UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education &</u> <u>General¹</u>	<u>Summary</u>
1 Beginning Fund Balance (Undetermined at Publication Date)	\$ -	\$ -
2		
3 <u>Receipts/Revenues</u>		
4 General Revenue	\$ 22,093,995	\$ 22,093,995
5 Lottery	\$ 367,509	\$ 367,509
6 Student Tuition	\$ 6,028,073	\$ 6,028,073
7 Phosphate Research	\$ 5,037,035	\$ 5,037,035
8 Other U.S. Grants		\$ -
9 City or County Grants		\$ -
10 State Grants		\$ -
11 Other Grants and Donations		\$ -
12 Donations / Contrib. Given to the State		\$ -
13 Sales of Goods / Services		\$ -
14 Sales of Data Processing Services		\$ -
15 Fees		\$ -
16 Miscellaneous Receipts		\$ -
17 Rent		\$ -
18 Concessions		\$ -
19 Assessments / Services		\$ -
20 Other Reciepts / Revenues ⁶		\$ -
21 Subtotal:	\$ 33,526,612	\$ 33,526,612
22 Transfers In		\$ -
23 Total - Receipts / Revenues:	<u>\$ 33,526,612</u>	<u>\$ 33,526,612</u>
24		
25 <u>Operating Expenditures</u>		
26 Salaries and Benefits		\$ -
27 Other Personal Services		\$ -
28 Expenses		\$ -
29 Operating Capital Outlay		\$ -
30 Risk Management		\$ -
31 Financial Aid		\$ -
32 Scholarships		\$ -
33 Waivers		\$ -
34 Finance Expense		\$ -
35 Debt Service		\$ -
36 Salary Incentive Payments		\$ -
37 Law Enforcement Incentive Payments		\$ -
38 Library Resources		\$ -
39 Institute of Government		\$ -

FLORIDA POLYTECHNIC UNIVERSITY
2012-2013 Operating Budget
Summary Schedule I

	<u>Education &</u>	
	<u>General</u> ¹	<u>Summary</u>
40 Regional Data Centers - SUS	\$	-
41 Black Male Explorers Program	\$	-
42 Phosphate Research	\$	-
43 Other Operating Category	\$	-
44 Total Operating Expenditures :	<u>\$</u>	<u>-</u>
45		
46 <u>Non-Operating Expenditures</u>		
47 Transfers	\$	-
48 Fixed Capital Outlay	\$	-
49 Carryforward (From Prior Period Funds)	\$	-
50 Other ⁷	\$	-
51 Total Non-Operating Expenditures :	<u>\$</u>	<u>-</u>
52		
53 Ending Fund Balance :	<u>\$ 33,526,612</u>	<u>\$ 33,526,612</u>
54		
55 Fund Balance Increase / Decrease :	\$ 33,526,612	\$ 33,526,612
56 Fund Balance Percentage Change :	-	-

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13, 2011**

SUBJECT: 2012-2013 Board General Office Budget

PROPOSED COMMITTEE ACTION

Approve the 2012-2013 Board General Office Budget and authorize the Chancellor to make changes as necessary to support office functions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, 2012 Legislative Appropriation

BACKGROUND INFORMATION

The Board General Office budget for 2012-13 totals \$6.3 million. The 2012 Legislative appropriation allocates these funds by specific category and funding source as follows:

Appropriation Category	Appropriation
Salaries & Benefits - GR	\$4,282,130
Salaries & Benefits - Trust Funds	\$656,358
Other Personal Services - GR	\$49,373
Other Personal Services - Trust Funds	\$20,000
Expenses - GR	\$548,977
Expenses - Trust Funds	\$271,799
Operating Capital Outlay - GR	\$11,782
Operating Capital Outlay - Trust Funds	\$5,950
Contracted Services - GR	\$405,567
Contracted Services - Trust Funds	\$23,000
DMS - HR Services - GR	\$18,432

DMS - HR Services - Trust Funds	\$2,405
Data Processing Services - GR	\$25,177

Each funding source and category has specific restrictions on spending funds from that appropriation. Appropriations are allowed to be transferred between categories via budget transfers filed with the Governor’s Office. These transfers cannot exceed 5 percent or \$250,000 whichever is greater. Any transfers in excess of this amount must be approved by the Legislature and Governor through an established budget amendment process.

Funding Source:

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

Appropriation Category:

- Salaries & Benefits - salaries and benefits associated with 52 authorized positions.
- Other Personal Services - these funds are utilized for temporary employment. The Board utilizes university students to supplement basic phone coverage and other office needs.
- Expenses - these funds are utilized for basic operating expenses such as travel, rent, office supplies, or equipment costing less than \$1,000.
- Operating Capital Outlay - these funds are utilized for items costing more than \$1,000, such as computers or furniture.
- Contracted Services - these funds are utilized for any service requiring a contractual agreement. For example, the consultant hired to perform the Online University Study is funded from this category.
- DMS - HR Services - these funds are transferred to the Department of Management Services to cover the costs associated with the State’s PeopleFirst System.
- Data Processing Services - these funds are transferred to the Northwest Regional Data Center to pay for data storage services.

Supporting Documentation Included: Board General Office Operating Budget Summary for Fiscal Year 2012-2013

Facilitators/Presenters: Tim Jones

**Board of Governors
2012-13 General Office Budget
General Revenue Fund**

	Salaries & Benefits	Other Personal Services	Expenses	Operating Capital Outlay	Contracted Services	*Northwest Regional Data Center	DMS - PeopleFirst	Total
2012-13 Appropriation	\$4,282,130	\$49,373	\$578,977	\$11,782	\$375,567	\$25,177	\$18,432	\$5,341,438
<u>Estimated Expenditures</u>								
44 Authorized Positions	(\$4,282,130)							(\$4,282,130)
Tempoary Employees (Student Assistance)		(\$49,373)						(\$49,373)
Tnsfr to DMS for Rent - Turlington Building			(\$236,598)					(\$236,598)
Tnsfr to DMS for HR PeopleFirst Services							(\$18,432)	(\$18,432)
Tnsfr to NWRDC for IT Services						(\$25,177)		(\$25,177)
Advertising, Legal, Copier Maintenance					(\$29,200)			(\$29,200)
Online University Study (Legislature Appropriation)			(\$30,000)		(\$270,000)			(\$300,000)
Communication & DOE Support Services			(\$28,326)					(\$28,326)
Printing			(\$5,000)					(\$5,000)
Travel & Training (Bd Members & Staff, HECC Co-Chairs)			(\$175,940)					(\$175,940)
Office Supplies			(\$8,855)					(\$8,855)
Information Technology Supplies & Software			(\$20,892)					(\$20,892)
Information Technology Maintenance					(\$76,367)			(\$76,367)
Property & Crime Insurances			(\$559)					(\$559)
Memberships/Dues/Subscriptions			(\$30,760)					(\$30,760)
Equipment & Furniture Replacement				(\$11,782)				(\$11,782)
Other Expenses / Contingency			(\$42,047)					(\$42,047)
Total Expenditures	(\$4,282,130)	(\$49,373)	(\$578,977)	(\$11,782)	(\$375,567)	(\$25,177)	(\$18,432)	(\$5,341,438)

*Northwest Regional Data Center - Information Technology Services

**Board of Governors
2012-13 General Office Budget
Trust Funds**

	Salaries & Benefits	Other Personal Services	Expenses	Operating Capital Outlay	Contracted Services	*Northwest Regional Data Center	DMS - PeopleFirst	Total
2012-13 Appropriation	\$656,358	\$20,000	\$271,799	\$5,950	\$23,000	\$0	\$2,405	\$979,512
<u>Estimated Expenditures</u>								
8 Authorized Positions	(\$656,358)							(\$656,358)
Tempoary Employees (Student Assistance)		(\$10,000)						(\$10,000)
Tnsfr to DMS for Rent - Turlington Building			(\$28,021)					(\$28,021)
Tnsfr to DMS for HR PeopleFirst Services							(\$2,405)	(\$2,405)
Tnsfr to NWRDC for IT Services								\$0
Advertising, Legal, Copier Maintenance					(\$21,625)			(\$21,625)
Online University Study (Legislature Appropriation)								\$0
Communication & DOE Support Services			(\$4,026)					(\$4,026)
Printing			(\$5,100)					(\$5,100)
Travel & Training (Bd Members & Staff, HECC Co-Chairs)			(\$217,097)					(\$217,097)
Office Supplies			(\$3,055)					(\$3,055)
Information Technology Supplies & Software			(\$2,500)					(\$2,500)
Information Technology Maintenance								\$0
Property & Crime Insurances								\$0
Memberships/Dues/Subscriptions			(\$12,000)					(\$12,000)
Equipment & Furniture Replacement				(\$5,950)				(\$5,950)
Other Expenses / Contingency		(\$10,000)			(\$1,375)			(\$11,375)
Total Expenditures	(\$656,358)	(\$20,000)	(\$271,799)	(\$5,950)	(\$23,000)	\$0	(\$2,405)	(\$979,512)

*Northwest Regional Data Center - Information Technology Services

**Board of Governors
2012-13 General Office Budget
Total (General Revenue & Trust Funds)**

	Salaries & Benefits	Other Personal Services	Expenses	Operating Capital Outlay	Contracted Services	*Northwest Regional Data Center	DMS - PeopleFirst	Total
2012-13 Appropriation	\$4,938,488	\$69,373	\$850,776	\$17,732	\$398,567	\$25,177	\$20,837	\$6,320,950
<u>Estimated Expenditures</u>								
52 Authorized Positions	(\$4,938,488)							(\$4,938,488)
Tempoary Employees (Student Assistance)		(\$59,373)						(\$59,373)
Tnsfr to DMS for Rent - Turlington Building			(\$264,619)					(\$264,619)
Tnsfr to DMS for HR PeopleFirst Services							(\$20,837)	(\$20,837)
Tnsfr to NWRDC for IT Services						(\$25,177)		(\$25,177)
Advertising, Legal, Copier Maintenance					(\$50,825)			(\$50,825)
Online University Study (Legislature Appropriation)			(\$30,000)		(\$270,000)			(\$300,000)
Communication & DOE Support Services			(\$32,352)					(\$32,352)
Printing			(\$10,100)					(\$10,100)
Travel & Training (Bd Members & Staff, HECC Co-Chairs)			(\$393,037)					(\$393,037)
Office Supplies			(\$11,910)					(\$11,910)
Information Technology Supplies & Software			(\$23,392)					(\$23,392)
Information Technology Maintenance					(\$76,367)			(\$76,367)
Property & Crime Insurances			(\$559)					(\$559)
Memberships/Dues/Subscriptions			(\$42,760)					(\$42,760)
Equipment & Furniture Replacement				(\$17,732)				(\$17,732)
Other Expenses / Contingency		(\$10,000)	(\$42,047)		(\$1,375)			(\$53,422)
Total Expenditures	(\$4,938,488)	(\$69,373)	(\$850,776)	(\$17,732)	(\$398,567)	(\$25,177)	(\$20,837)	(\$6,320,950)

*Northwest Regional Data Center - Information Technology Services

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 13 2012

SUBJECT: 2013-14 State University System and Board General Office Legislative Budget Request

PROPOSED COMMITTEE ACTION

Approve the 2013-14 operating Legislative Budget Request for the State University System and the Board General Office and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System and a Board General Office Legislative Budget Request (LBR) for state appropriated operating funds. Both budgets must be reviewed and recommendations made on the issues to be included in the 2013-14 LBR. In accordance with Section 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and pursuant to the LBR instructions will be presented to the Legislature and Governor on October 15.

State University System (SUS):

For the SUS, total funding of \$4.2 billion (\$2.4 billion in state support and \$1.8 billion in tuition) is requested to support a projected enrollment of approximately 340,000 students and 60,000 faculty and staff. Two major components drive the proposed budget; metric based performance funding of approximately \$118 million and the major gift matching program of \$286 million.

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

- A. The E&G core budget increase assumes no tuition increase and focuses on three main components; continued funding for plant operations and maintenance for

new and existing facilities, year two of performance funding for Information Technology, and funding to improve work plan performance metrics. The net increase to the E&G core budget is \$172 million or a 5.4% increase over the recurring base budget. With the adoption of the proposed LBR, the SUS core E&G appropriation per full-time equivalent student will increase by \$588 to \$11,459.

- B. The special units/state initiatives portion of the budget requests an increase of \$304 million and focuses on continued support of the new medical schools and matching funds for private donations.

Board General Office:

The Board General Office requests a continuation budget of \$6.0 million to support 52 positions and associated operating expenses. This request is a continuation budget, thus no increase is requested.

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

Supporting Documentation Included: See Table of Contents

Facilitators/Presenters: Tim Jones

**2013-2014 Legislative Budget Request
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State University System of Florida and the Board of Governors' General Office
Detail by Appropriation Category
2013-2014 Budget Summary

Appropriation Category	2012-13 Total Appropriation	Non-recurring Appropriation	Non-Recurring Budget Reductions	Annualization Adjustments	2012-13 Recurring Appropriation	2013-14 Incremental Increase	Total 2013-14 Budget	% Change Over Recurring Approp
Core SUS Budget								
1 Education & General Total	\$2,885,644,395	(\$28,350,000)	\$300,000,000	\$24,337,319	\$3,181,631,714	\$172,383,900	\$3,354,015,614	5.42%
2 Student Financial Assistance Total	\$7,140,378	\$0			\$7,140,378		\$7,140,378	
3 Risk Management Insurance - Univ	\$16,955,130	\$0			\$16,955,130		\$16,955,130	
4 Sub-Total	\$2,909,739,903	(\$28,350,000)	\$300,000,000	\$24,337,319	\$3,205,727,222	\$172,383,900	\$3,378,111,122	5.38%
Special Units & Other State Initiatives								
7 UF - IFAS	\$135,992,563	(\$1,117,000)		\$944,355	\$135,819,918	\$2,465,993	\$138,285,911	1.8%
8 UF Health Center	\$131,487,068	\$0		\$1,222,276	\$132,709,344	(\$535,956)	\$132,173,388	-0.4%
9 USF Health Center	\$117,972,346	\$0		\$688,516	\$118,660,862	\$1,846,858	\$120,507,720	1.6%
10 FSU Medical School	\$44,750,688	\$0		\$200,522	\$44,951,210		\$44,951,210	0.0%
11 FIU Medical School	\$36,379,991	\$0		\$138,492	\$36,518,483	\$3,759,519	\$40,278,002	10.3%
12 UCF Medical School	\$31,143,567	\$0		\$132,403	\$31,275,970	\$3,141,296	\$34,417,266	10.0%
13 FAU Medical School	\$16,975,383	\$0			\$16,975,383	\$1,961,400	\$18,936,783	11.6%
14 Moffitt Cancer Center Operations	\$10,576,930	\$0			\$10,576,930	\$3,323,070	\$13,900,000	31.4%
15 Challenge Grants	\$0	\$0			\$0	\$285,980,030	\$285,980,030	NA
16 IHMC*	\$2,739,184	(\$33,000)			\$2,706,184	\$260,816	\$2,967,000	9.6%
17 Florida Virtual Campus	\$10,963,647	\$0			\$10,963,647	\$2,045,000	\$13,008,647	18.7%
18 Risk Management Insurance - Sp. Units	\$3,239,295	\$0			\$3,239,295		\$3,239,295	0.0%
19 Sub-Total	\$542,220,662	(\$1,150,000)		\$3,326,564	\$544,397,226	\$304,248,026	\$848,645,252	55.9%
20 Total	\$3,451,960,565	(\$29,500,000)	\$300,000,000	\$27,663,883	\$3,750,124,448	\$476,631,926	\$4,226,756,374	12.7%

*Institute for Human & Machine Cognition

Board of Governors' General Office								
2 Salaries & Benefits	\$4,938,488				\$4,938,488		\$4,938,488	
3 Other Personal Services	\$69,373				\$69,373		\$69,373	
4 Expenses	\$820,776				\$820,776		\$820,776	
5 Operating Capital Outlay	\$17,732				\$17,732		\$17,732	
6 Contracted Services	\$428,567	(\$300,000)			\$128,567		\$128,567	
7 Data Processing	\$25,177				\$25,177		\$25,177	
8 Tnsfr to DMS for HR Services	\$20,837				\$20,837		\$20,837	
9 Total	\$6,320,950	(\$300,000)			\$6,020,950		\$6,020,950	

Attachment 1

**State University System of Florida
2013-2014 Budget
Education and General Core Budget, Executive Summary**

Attachment 2

	SUS Budget Request
2012-2013 Total Appropriations	
State Support	\$1,309,947,670
Tuition Support	\$1,599,792,233
2012-2013 Total Base Budget	\$2,909,739,903
2012-2013 Start-up Budget	
2012-2013 Non-recurring Appropriations	(\$28,350,000)
2012-2013 Non-recurring Budget Reductions	\$300,000,000
2012-2013 Annualization of Health Insurance	\$16,250,349
2012-2013 Annualization of Fall 2012 Tuition	\$6,133,069
2012-2013 Annualization of PO&M *	\$1,953,901
2013-2014 Beginning Base Budget	\$3,205,727,222
<u>2013-2014 Budget Issues:</u>	
Performance Funding	\$118,150,000
PO&M for 2013-2014 New Facilities	\$4,385,724
PO&M for Existing Facilities	\$3,164,623
Performance Funding Pilot Project - 2nd Year	\$15,000,000
Estimated 2012-2013 Enrollment Alignments - Tuition Authority**	\$48,027,181
2012-2013 Tuition Differential Adjustment	(\$16,343,628)
Sub-total	\$172,383,900
Total 2013-2014 Budget	\$3,378,111,122
% Increase over 2012-2013 Total Recurring Base Budget(Line 10)	5.38%
<i>2012-2013 Beginning State Support</i>	<i>\$1,599,801,920</i>
<i>Increase in State Support</i>	<i>\$140,700,347</i>
<i>Total State Support Needed for FY 2013-2014</i>	<i>\$1,740,502,267</i>
<i>2012-2013 Beginning Student Tuition Support</i>	<i>\$1,605,925,302</i>
<i>Increase in Student Tuition Support (Assuming no Tuition Increase)</i>	<i>\$31,683,553</i>
<i>Total Tuition Support Needed for FY 2013-2014</i>	<i>\$1,637,608,855</i>
<i>Total Support for FY 2013-2014</i>	<i>\$3,378,111,122</i>

* Plant Operations & Maintenance

**Total estimated increase of 8,200 FTE students bringing the total FTE to 215,870 (Per 2012 University Workplans)



**State University System
2013-2014 Legislative Budget Request Issues
Education & General Core Budget**

The following provides a brief explanation of the major issues recommended for inclusion in the 2013-2014 Legislative Budget Request (LBR).

1. Annualization of 2012-2013 Health Insurance - \$16.2 million

- This issue requests the ten month annualization required in fiscal year 2013-2014 for the employer portion of health insurance increases provided for two months during 2012-2013.

2. Annualization of 2012-2013 Tuition Increases - \$6.1 million

- A total of \$6.1 million is requested for the annualization of tuition increases for the 2012-2013 year. This request represents the amount of budget authority needed by the system for the 2013-2014 year based on the 2012-2013 fall increases in tuition rates.

3. Annualization of Plant Operations & Maintenance (PO&M) for 2012-2013 Phased-in Facilities - \$1.9 million

- This is the balance of resources required to support the operational costs for 8 facilities totaling 329,575 gross square feet of E&G space coming on-line throughout the 2012-2013 fiscal year.

4. Performance Funding - \$118 million

- The 'Aim Higher Florida' initiative is a collaborative effort between students and community leaders in Florida to raise awareness of how Florida's workforce and economic climate could be improved through investing resources in Florida's state universities. The funds requested to support this initiative is equivalent to a 15 percent tuition differential increase.

For the 2013-2014 LBR, state support totaling \$118 million would be allocated to each university to improve the metrics identified in the

2012 work plans. See the Performance Funding / Allocation Model document for further information.

5. Performance Funding Pilot Program - 2nd Year - \$15 million

- 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 criteria described in newly created s. 1011.905, Florida Statutes – performance funding for state universities. This request represents the second year of funding for this initiative.

6. PO&M for 2013-14 New Facilities - \$4.3 million

- During FY 2013-2014, the System expects to increase its E&G facilities inventory by 19 facilities totaling an estimated 482,532 gross square feet. New facilities that will be completed based on the contract substantial completion date and that have been approved for construction or acquisition by the Legislature are included in this request.

7. PO&M for Existing Facilities - \$3.1 million

- This request represents the increase needed for existing facilities to support operational and maintenance increases for 1,057 facilities totaling an estimated 41 million in gross square feet.

8. Estimated 2012-2013 Enrollment Alignments - Tuition Authority - \$48 million

- A total of \$48 million in tuition is expected to be generated by the system based on the 2012-2013 estimated enrollment figures reported by the universities in their 2012 University Work Plans. Total estimated increase of 8,200 FTE students brings total FTE to 215,870. In addition, this request represents the change-in-mix between in-state and out-of-state students at the undergraduate and graduate levels.

9. FY 2012-2013 Tuition Differential Adjustment - (\$16.3) million

- Approximately \$16.3 million in tuition differential budget authority will be reduced from the total amount of student tuition authority appropriated by the legislature for FY 2012-2013 to align with the tuition differential increases approved by the Board in June of 2012.

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State University System Board of Governors Performance Funding

The Issue:

In the current environment of decreasing public funding and increasing tuition, policymakers across the country are asking that all sectors of Higher Education do a better job of meeting the needs of stakeholders in a cost-efficient manner while not compromising access and quality. Performance funding, popular during the 1990's, is emerging as a solution to increase institutional accountability, productivity and educational attainment.

At the August 2011 State Higher Education Executive Officers (SHEEO) Annual Policy Conference, national experts discussed the need to tie performance-based funding measures to the public agenda for higher education. Without goals, "performance-based funding is simply a technical exercise," said David Longaneker, former Assistant Secretary for the U.S. Department of Education. Goals that matter most to Floridians – increasing degree production, ensuring that graduates get jobs in high-skill, high-wage fields that employers need, and increasing return on investment (ROI) of state resources – should form the foundation for performance funding decisions.

Individuals, communities, and the nation gain from teaching and research that is conducted by postsecondary institutions.

The Background:

The State of Florida has attempted on several occasions to implement performance based funding. Called PB² (Performance Based Program Budgeting) in the mid-1990s, funding was provided for a variety of performance incentives. In 1995 a \$15 million appropriation was provided for the development of a performance incentive plan to address increased graduation rates, reduction in excess student credit hours, increased production of baccalaureate degrees, and increased faculty productivity. Continued funding of \$10 million was provided in 1996 to be allocated based on degree production and development of a public service performance incentive. In 1997, \$3 million was appropriated focusing on bachelor degrees and graduation rates. Again in 1998 and 1999 funding was provided as performance incentives^[1] for instruction, research and degree improvement. In the early 2000s, there was a statutory requirement that 10 percent of education funds would be based on performance. This provision was stricken during the 2002 school code rewrite. In 2007, the legislature provided roughly \$3 million to be allocated based on degree production. The Board of Governors attempted to seize upon this opportunity to expand this performance program during the 2008 session, but due to recurring cuts the program was not continued.

The State University System (SUS) can benefit from earlier attempts at performance-based funding in other states. Those lessons have taught us that using too many variables and employing complicated formulas does not result in effective funding systems. Overly-complicated formulas based upon metrics that try to take every aspect of performance into consideration do not work well.

Some states allocate new funding based on performance, while others allocate a portion of the base budget. Tennessee will be the first state to allocate 100% of their funding based on performance. Based on a presentation at the August 2012 SHEEO, the allocation of approximately \$750 million in state funding among nine institutions results in no one institution receiving three percent more or less than the previous year.

The Proposal:

The Board of Governors and the twelve institutions of the SUS have developed a rigorous, transparent, and meaningful accountability report and work plan process that reflects to the fullest extent possible the goals of the Board of Governors as stated in its 2025 Strategic Plan. Some of the accountability measures in the strategic plan have formed the core of accountability reporting since the early 1990s. The Board of Governors reviews each university's progress in meeting system-wide strategic goals as part of the work plan and accountability process.

A recurring, incremental appropriation for Performance-based Funding will be requested and allocated to the universities. How those funds are invested at each university will be guided by the performance-based university work plans that are reviewed and approved by the Board of Governors on a yearly basis.

Universities will identify the accountability measures from the 2012 work plan that will be the focus of additional funding and what initiatives will be undertaken to improve the metrics beyond what was anticipated in the June work plan presentations. This information will be presented to the Board at the November meeting.

The Board of Governors will annually monitor the expenditure of the Performance-based funding and report institutional and system-wide achievements as a part of the Legislative Budget Request. The universities' performance on these key metrics will also be taken into account by the Board of Governors when addressing university tuition differential requests.

The Benefit:

One of the most important reasons to use performance-based funding is that both students and the state benefit. When states provide incentives to institutions to focus on performance, more students graduate on time with fewer excess credit hours. They accrue less debt because they graduate more quickly. Students also benefit because their institution gains additional resources to help pay for more advisors, faculty, good

and services to support student success – resources beyond those required for basic operations.

The state benefits because more students earn degrees more quickly, thus contributing to an increase in the state’s overall educational attainment.

Taxpayers benefit by knowing that state resources are being focused on metrics that ensure that students are being retained, are graduating on time, and in degree programs that lead to high-skill, high-wage professions.

The Conclusion:

The Board has developed a rigorous three part, interlinked accountability system consisting of a Strategic Plan, University Work Plans, and Accountability Report. The next logical step is to link funding and accountability.

Systems across the country continue to move towards some form of performance based funding. Florida should be no exception. There have been many attempts to provide performance funding for specific initiatives utilizing small increments of funding. Although well intentioned, these attempts have not been sustainable.

This proposal will tie incremental funding to specific metrics in university work plans and require universities to improve those metrics. Future funding would hinge on improvement in those metrics.

**State University System
2013-2014 Budget
Special Units and State Initiatives, Executive Summary**

	<u>UF-IFAS</u>	<u>UF-HSC</u>	<u>USF-HSC</u>	<u>FSU-MS</u>	<u>FIU-MS</u>	<u>UCF-MS</u>	<u>FAU-MS</u>	<u>Major Gifts</u>	<u>Virtual Campus</u>	<u>Moffitt Cancer Center</u>	<u>IHMC**</u>	<u>Total</u>
2012-2013 Appropriation												
State Support	\$137,456,457	\$94,390,537	\$65,594,991	\$33,235,065	\$26,902,957	\$22,963,376	\$12,778,503		\$10,963,647	\$10,576,930	\$2,739,184	\$417,601,647
Tuition Support	\$0	\$38,463,434	\$52,707,893	\$11,572,716	\$9,497,901	\$8,180,191	\$4,196,880					\$124,619,015
Sub-total	\$137,456,457	\$132,853,971	\$118,302,884	\$44,807,781	\$36,400,858	\$31,143,567	\$16,975,383	\$0	\$10,963,647	\$10,576,930	\$2,739,184	\$542,220,662
2012-2013 Start-up Budget												
2012-2013 Non-recurring Appropriation	(\$1,117,000)										(\$33,000)	(\$1,150,000)
2012-2013 Annualization of Health Insurance	\$891,021	\$459,030	\$467,088	\$200,522	\$132,403	\$138,492						\$2,288,556
2012-2013 Annualization of Fall 2012 Tuition			\$221,428									\$221,428
2012-2013 Annualization of PO&M *	\$53,334	\$763,246										\$816,580
2012-2013 Beginning Recurring Base	\$137,283,812	\$134,076,247	\$118,991,400	\$45,008,303	\$36,533,261	\$31,282,059	\$16,975,383	\$0	\$10,963,647	\$10,576,930	\$2,706,184	\$544,397,226
2013-2014 Budget Issues												
PO&M for 2013-2014 New Facilities	\$58,503	(\$824,224)										(\$765,721)
PO&M for Existing Facilities	\$257,949	\$288,268										\$546,217
UF-IFAS Workload Initiative	\$2,149,541											\$2,149,541
Medical School Implementation					\$724,449	\$774,416						\$1,498,865
Student Phase-in - Tuition Authority			\$1,661,000		\$3,035,070	\$2,366,880	\$1,961,400					\$9,024,350
Estimated 2012-2013 Enrollment Alignments - Tuition Authority			\$418,845									\$418,845
2012-2013 Tuition Differential Adjustment			(\$232,987)									(\$232,987)
Major Gifts Matching Endowment Program								\$285,980,030				\$285,980,030
Moffitt Cancer Center										\$3,323,070		\$3,323,070
Human & Machine Cognition											\$260,816	\$260,816
Florida Virtual Campus									\$2,045,000			\$2,045,000
Total Incremental Increase	\$2,465,993	(\$535,956)	\$1,846,858		\$3,759,519	\$3,141,296	\$1,961,400	\$285,980,030	\$2,045,000	\$3,323,070	\$260,816	\$304,248,026
Total 2013-2014 Budget	\$139,749,805	\$133,540,291	\$120,838,258	\$45,008,303	\$40,292,780	\$34,423,355	\$18,936,783	\$285,980,030	\$13,008,647	\$13,900,000	\$2,967,000	\$848,645,252
State Support	\$139,749,805	\$95,076,857	\$66,062,079	\$33,435,587	\$27,759,809	\$23,876,284	\$12,778,503	\$285,980,030	\$13,008,647	\$13,900,000	\$2,967,000	\$714,594,601
Tuition Support w/ No Tuition Inc.		\$38,463,434	\$54,776,179	\$11,572,716	\$12,532,971	\$10,547,071	\$6,158,280					\$134,050,651
% Increase over 2012-2013 Approp (Line 10)	1.8%	-0.4%	1.6%	0.0%	10.3%	10.0%	11.6%		18.7%	31.4%	9.6%	55.9%

*Plant Operations & Maintenance

**Institute of Human & Machine Cognition



**State University System
2013-2014 Legislative Budget Request Issues
Special Units and State Initiatives Budget**

The following provides a brief explanation of the major issues recommended for inclusion in the 2013-14 Legislative Budget Request (LBR) for the special units and other state initiatives.

1. **Annualization of 2012-2013 Health Insurance - \$2.3 million**
 - This issue requests the ten month annualization required in fiscal year 2013-2014 for the employer portion of health insurance increases provided for two months during 2012-2013.

2. **Annualization of 2012-2013 Tuition Increases - \$221,428**
 - A total of \$221,428 for USF-HSC is requested for the annualization of tuition increases for the 2012-2013 year. This request represents the amount of budget authority needed for the 2013-2014 year based on the 2012-2013 fall increases in tuition rates.

3. **Plant Operations and Maintenance (PO&M) for 2012-2013 Phased-in Facilities - \$816,580**
 - This is the balance of resources required to support the operational costs for 3 facilities totaling 130,587 gross square feet of new E&G facility space that will become operational at UF-IFAS and UF-HSC during FY 2012-2013.

4. **PO&M for Existing Facilities - \$546,217**
 - This request represents the increase needed for 461 facilities at UF-IFAS and UF-HSC to support operational and maintenance increases for an estimated 7.4 million in gross square feet.

5. UF-IFAS Workload Initiative - \$2.1 million

- UF-IFAS faculty disseminates a wide range of research-based delivery methods to the general public such as, but not limited to, patents and licenses, research materials, field consultations, electronic consultations and web visits. These delivery methods are assigned costs based on the amount of effort of each faculty member and the number of patents, materials, and consultations produced by each faculty. To continue these types of services at UF-IFAS, this issue requests approximately \$2.1 million.
- UF-IFAS fulfills a unique institutional responsibility with extension offices co-funded and co-located in all 67 counties and 13 regional research and education centers in Florida. As a component of the primary land-grant institution in Florida, the Institute of Food and Agricultural Science provides science-related solutions to maintain and expand the economic impact and environmental sustainability of Florida's social, agricultural, and natural resources.

6. FIU-MS and UCF-MS Medical School Support - \$1.5 million

- To continue the hiring plan and scheduled implementation of the FIU and UCF medical programs according to the 10-year budget plans, FIU-MS is requesting \$724,449 to support an additional 100 students and UCF-MS is requesting \$774,416 to support an additional 100 students.
- This is the 7th year of implementation for FIU-MS and UCF-MS with FY 2014-2015 being the last year of implementation.

7. Student Phase-In - Tuition Authority - \$9 million

- This issue provides budget authority to the medical schools indicated below based on estimated tuition revenue generated by a planned increase in medical students for 2013-2014.
 - FIU-MS; \$3 million – 80 students are expected – bringing the total to 360 medical students.
 - UCF-MS; \$2.4 million – 80 students are expected - bringing the total to 360 medical students.
 - FAU-MS; \$2.0 million – 64 students are expected - bringing the total to 256 medical students.
 - USF-HSC (Pharmacy); \$1.6 million – 100 students are expected - bringing the total to 225 pharmacy students.

**8. Estimated 2012-2013 Enrollment Alignments - Tuition Authority
\$418,845**

- A total of \$418,845 in tuition collections are expected by USF-HSC based on the estimated enrollment figures reported by the university in its 2012 University Work Plan. In addition, this request represents the change-in-mix between in-state and out-of-state students at the undergraduate and graduate levels.

9. FY 2012-2013 Tuition Differential Adjustment - USF-HSC - (\$232,987)

- Approximately \$232,987 in tuition differential budget authority will be reduced from the total amount of student tuition appropriated by the legislature to USF-HSC for FY 2012-2013 to align with the tuition differential increase approved by the Board in June of 2012.

10. Major Gifts Matching Endowment Program - \$285,980,030

- This is the amount of requests for state matching funds received as of June 30, 2012. This program provides state matching funds to universities for private donations that establish permanent endowments with the proceeds of the investments used to support libraries, instruction, and research programs. Of this amount, \$1,272,500 is for the Theodore R. and Vivian M. Johnson Scholarship Program. The purpose of this program is to provide scholarships to benefit disabled students attending a state university in Florida.

11. Moffitt Cancer Center - \$3.3 million

- An additional \$3.3 million is needed to recruit and hire additional faculty for Moffitt's Comprehensive Cancer Center Infrastructure and its Total Cancer Care database. Total Cancer Care is an ambitious partnership between patients, doctors and researchers to improve all aspects of cancer prevention and care. Patients participate by donating information and tissue. Researchers use the information to learn about all issues related to cancer and how care can be improved. Clinicians use the information to better educate and care for patients. This approach will provide evidence-based guidelines to improve care and outcomes for cancer patients throughout the state of Florida and beyond. Total Cancer Care addresses cancer as a public health issue and encompasses all aspects of the disease, including preventive measures such as the

study of genetic predispositions, impact of health lifestyles and integrative medicine. Total Cancer Care follows the patient throughout their life, including screening, diagnosis and treatment of cancer. Translational research is incorporated at each step along this continuum of care and follow-up.

12. Institute of Human & Machine Cognition (IHMC) - \$260,816

- For the 2012-2013 LBR year, IHMC is requesting \$216,816 from the State of Florida in an effort to enhance and grow its current operations at its Pensacola location and at IHMC's new facility in Ocala, Florida. The additional funds will enable IHMC to continue to enhance its current research operations and expand in critical areas including advanced cognitive assistance technologies for wounded service members, network security, critical infrastructure protection and sustainable energy modeling and simulation in both Pensacola and its newest location in Ocala. Maintaining prominence in current research areas and developing strength in these emerging research areas are vital to IHMC's continued growth and expansion and of critical importance to national defense, security and social needs.

13. Florida Virtual Campus - \$2 million

- The Florida Virtual Campus initiative is a shared effort between the Florida College System and the State University System to support a single point of access to distance learning information and courses, library support services, and online advising services for students, while maintaining affordability and access. Additionally, funds will be used to support and enhance infrastructure development that replaces existing outdated web platforms.
- A total of \$4,090,000 is requested between the two Systems with \$2,045,000 allocated to the Florida College System and \$2,045,000 allocated to the State University System. The allocations will be used to support the following within each System:
 - \$2.5 million to fund the degree completion initiative and \$1.5 million to fund workload efforts.



State University System Efficiencies

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

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

- Increases to the average classroom size, while being cognizant of academic need and certain classes that have limits on the faculty to student ratio.
- Implemented electronic solutions to make proctored distance learning more efficient while reducing errors and delays.
- Continued implementation of Campus Master Plan policies that maximize efficient land use, promote cost-effective forms of transportation such as buses, bicycling and walking, as well as water conservation through tree preservation, proper plant selection and xeriscaping where feasible.
- Implemented LEED-GOLD for all new construction.
- Implemented e-pay solution to pay vendors by EFT instead of more costly check processing.
- Digitization of records, including asbestos surveys and abatements, respirator fit tests, and hazardous waste manifests, to improve access to records, enhance regulatory compliance, improve efficiency of data searches, and optimize use of physical space.
- Expanded the availability of textbooks for the rental program to provide student savings of up to 50% of new text; expanded the availability of electronic textbooks at savings and efficiency of use.
- Reduced energy consumption and food waste in campus dining halls.
- Elimination of faculty lines and degree programs at all levels.
- Revamped business processes including vendor payments with a consequent savings in personnel costs while raising service levels.
- Renegotiating campus-wide contracts with lower overhead percentage/profits.
- Eliminated academic and university support positions to preserve faculty instructional time and effort.

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**Florida A&M University
Efficiencies
August, 2012**

- Suspend Low Productivity Programs: Update
 - In FY 2010-11, the Division of Academic Affairs conducted an intensive productivity study of all academic degree programs at the university. As part of this activity, including discussions with deans and input from faculty, 23 academic degree programs were identified for termination and one degree program for suspension. One year of the teaching out has been completed. Resources left after these budget cuts are being utilized to strengthen remaining programs.

- Initiate Distance Learning Partnership - Update
 - The University has entered into a new distance learning degree programs that will enable the university to reach more students in a cost effective manner. The University is taking in the second cohort in each of its three distance learning degree programs (Masters in Business Administration, Masters in Public Health and Masters in Nursing) in the Fall 2012. The University's College of Education also began offering several online courses in General Education.

- Examine Institutes and Centers - Update
 - The University is continuing its review all the Institutes and Centers to determine if state funds are being utilized in the most effective manner to meet the mission of the institution.

- Transformation through Technology Enhancements Project - Update
 - The FAMU Leadership Team has endorsed an improvement effort that is currently underway in the Division of Administrative and Financial Services (DAFS). The Transformation through Technology Enhancements (T3E) project will fully leverage the capabilities of our PeopleSoft system so that we can dramatically improve our core business processes. Successful completion of this project will result in significant improvements in major systems like hiring, accounts payable, purchasing, cash management,

travel, and asset management. These improvements will benefit every unit of the University. As a result of this project, we are already experiencing faster processing of travel reimbursement requests and expect to have more efficient and timely purchasing process, more efficient and timely payment of bills, better control and management of assets, better streamlined recruitment and hiring of employees, greatly simplified financial statement development, efficient and effective overall financial management and reporting processes.

- There have been fifteen core processes reengineered to dramatically improve business performance. With the exception of the Intercollegiate Athletics Department, all Departments are utilizing the Travel and Expense Module in the PeopleSoft system. Monetary savings are already being realized. Efforts continue with the implementation of the Procure-to-Pay process. A substantial amount of data clean-up has occurred in preparation for the system enhancements.
- Energy Savings: In April 2012, FAMU entered into a \$ 12.24 million energy savings contract with Siemens Industry Inc. to institute the following measures:
 - 1: *Partial Steam Decentralization* by installing individual boilers in selected buildings and shutting down the Steam Plant from May through October every year;
 - 2: Improving the efficiency of the Chilled Water Plant by adding tighter controls to match the output of the plant with the demand;
 - 3: *Energy Management Control* by automatically controlling and scheduling the temperatures in selected buildings to minimize energy consumption; and
 - 4: *Solar Thermal Heating* for water for the Gaither Swimming Pool and the Student Recreation Center by solar power.

These four energy conservation measures will result in the following benefits:

- Over \$1 million in annual energy savings;
- No upfront capital required from state resources
- Significantly improved reliability of the campus heating, ventilating, and air-conditioning (HVAC) system;
- Improved temperature control and comfort for building occupants;
- Replacement of aging and obsolete HVAC equipment;
- Improved opportunities for preventive maintenance; and
- Promotion of the University's sustainability efforts.



Florida Atlantic University Efficiencies August 2012

Efficiencies Achieved/Underway/Planned

- Revamped business processes including vendor payments with a consequent savings in personnel costs while raising service levels.
- Implemented mandatory ACH vendor payments with 95% compliance.
- Implemented increased capital threshold, reducing assets from 26,000 to 5,000.
- Eliminated academic and university support positions to preserve faculty instructional time and effort; concentrated faculty activity on instruction and away from administrative assignments.
- Reduced energy consumption and food waste following an extensive energy audit.
- Implemented textbook rental program for students to optimize affordability.
- Set standards for class enrollments in Summer Session to assure efficient use of space and maximize salary dollars.
- Maximizing class enrollments and instructor and room utilization. All colleges are engaged in this university-wide enrollment management effort.
- Course demand is closely monitored and new sections are opened to meet demand only when existing sections are approaching capacity.
- Academic services have been reviewed and consolidated on partner campus to provide efficient services and meet student needs while expending fewer resources.
- Closing the Cashiering functions; savings of \$140,000 and reduced cash transactions.
- Suspension of three branch campuses with goal to garner approval to close.
- Successful vendor negotiations resulting in increased commission rates, in-kind sponsorship, and incentives.
- Renegotiating campus-wide contracts with lower overhead percentages/profits.
- Increasing reliance on lower cost instructional personnel to teach lower division students.
- Increasing number of students served in large lectures to further conserve on instructional assignments and maximize faculty productivity.
- Adjustments to staff assignments to create off-peak personnel savings.
- Revamping partner campus administrative structure and eliminating redundant services.
- On-going campus energy conservation and sustainability measures including minimum LEED Silver certification on all major construction.

- On-going efforts to eliminate paper documents to increase ease of handling and increasing privacy and security.
- Maximizing research productivity of senior faculty with consequent increases in sponsored research awards and expenditures.
- Reallocating faculty resources to areas of greatest need, demand, and payoff.
- Developing plans to consolidate smaller units to increase efficiency.



Florida Gulf Coast University Efficiencies August 2012

Over the past year, Florida Gulf Coast University has installed Energy Recovery Ventilators in the Alico Arena, Marieb Hall and in portions of University Housing. These innovative units serve to capture air that has already been cooled and dehumidified, and put it through a filtration process that recycles the air back into the building. By reusing pretreated air, the costs of cooling are lowered. However, it is important to understand the dual role of these units. Besides lowering energy costs in a particular building, they also reduce the tonnage output supplied from the chiller plants. This serves to mitigate the need of increased capacity in the chiller plants, which provides further savings. The energy savings cost is estimated at \$32,000 annually, which is in addition to any cost avoidance attained by mitigating capacity needs from the chiller plant. These new units in combination with the solar field at Florida Gulf Coast University will provide increasing savings on electricity costs for years to come.

Operationally, the University has initiated, and continues to initiate changes that reduce costs while attempting to keep impacts to the classroom at a minimum. The current fiscal climate makes that latter nearly unavoidable, but classroom and instructional quality guide every decision. Actions taken and/or underway:

- Organizational restructuring that results in the elimination of administrative positions.
- Increases to the average classroom size, while being cognizant of academic need and certain classes that have limits on the faculty to student ratio
- Elimination of the majority of travel on campus.
- Suspending or cancelling activities or services that do not directly impact the core mission of the institution. This is not to imply that activities of no-value were in place, but rather are being eliminated in favor of other higher priority items.

Florida Gulf Coast University continues to seek ways to reduce operating costs while at the same time maintaining academic quality. It is hoped that the aforementioned programs will accomplish that goal.

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Florida International University Efficiencies August, 2012

Energy Conservation: As part of a multi-year cost reduction and energy conservation plan, FIU continues the implementation of various initiatives at all campuses. Continuous improvement in real-time monitoring for electricity, chilled water automation (Phase II), and campus wide metering, diminish energy consumption by achieving efficiencies during peak-times and reducing waste during off-times. FIU is constantly retrofitting light fixtures with energy saving lights and installing motion-sensing switches in all classrooms, offices and restrooms. The results of all these efforts, maintain FIU as the leader in the SUS Energy Performance Report for four consecutive years with 57.8005 EPI for FY10-11.

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

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

Renegotiating of Construction and Maintenance Contracts: Continued effort on contract negotiation in both, construction and operations fronts, continue to produce savings. Renegotiation of maintenance contracts, Minor Construction Project CM fees and a competitive use of the State University System's risk insurance contract negotiated by FAU, have improved FIU's Facilities Management financial performance and enhanced projects.

University wide Copying and Printing: A competitive solicitation for university wide copying and printing services is in development for FY 2012-13 with a goal of streamlining operations, improving user efficiencies and lowering overall costs.

Adaptive Planning: Implemented new Budgeting/Forecasting/Business Intelligence Cloud Based Software to enhance the budgeting and strategic planning function of the Business Services operations saving time, improving efficiencies and reducing cost of printed material.

Online Catalog: Reduction of printed materials.

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

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

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

Managerial Reorganization: The University Police Department underwent a reorganization of its upper-level management. Responsibilities and scope of work were re-distributed and the chain-of-command was streamlined. This led to the re-classification of 3 command staff positions (Assistant Director, Captain, and a Lieutenant) to police officers, allowing for more officers to be on patrol and still experience a salary savings. The increase in patrol officers has led to a decrease in overtime expenditures related to minimum staffing levels. The rank of Police Sergeant was also re-organized leading to a consistent span of control and thus a consistent delivery of supervision.

Smart Billing: An electronic billing system was developed to eliminate the manual process of internal billing. The software eliminates the paper usage, speeds up the approval process and improves the efficiency of Accounts Receivables/Payables personnel across the university.

Imaging System Implementation: The implementation of the ImageNow system has streamlined internal operations in over 20 departments. The system electronically routes documents for internal processing eliminating the need to manually maintain departmental records. We are now able to track and locate documents within seconds. Additionally, ImageNow allows answering of departmental inquiries about the status of actions immediately.

PantherSoft HR Implementation: With the implementation of PantherSoft HR, FIU has standardized the PeopleSoft suite that includes Campus Solutions, Financials and Human Resources with real time integration of the systems. The added value of this integration can be recognized in the reduction of operational costs and increased efficiencies. Workflow enabled transactions have streamlined our approval process, reduced call volumes by 25% and increased over all operational efficiency by 80%

compared to paper forms processing that required physical signatures and interoffice mail.

On-Line Tuition Waiver: Created on-line mechanism to submit, process, and track tuition waivers for both employees and dependents. On an annual basis, the Division of Human Resources processed 1,500 tuition waivers annually. The automation reduced the processing time from weeks to hours. The ability to monitor the workflow on line reduced the number of inquiries about status by 60%.

Recycling: In the 2012 National Recycle Mania Competition, FIU recycled 250,637 pounds in a ten- week period, coming in 2nd place in the SUS for total pounds recycled. FIU was the Grand Champion in the Sun Belt Conference category. The University installed five Dream Machines on campus in a partnership with FIU's beverage vendor, Waste Management and Keep America Beautiful. Since inception, the machines have collected 21,310 plastic bottles and 8,578 aluminum cans for recycling. This program was initiated to help increase recycling rates, the partnership results in no cost to the University for this Program. A Game Day Recycling program was created for home football tailgates resulting in 3,412 pounds recycled.

Waste Diversion: "Give and GoGreen" collected unwanted items from students moving out of the dorms, keeping the items out of the landfill. Over 4,000 pounds of clothing, kitchenware, and school supplies were donated to the Miami Rescue Mission in Spring 2012. The program saw an increase of 1,000 pounds from the 2011 pilot program. FIU GoGreen partnered with vendors to report composting numbers as part of the Recycle Mania competition. FIU composted 5,451 pounds of food waste that would have otherwise gone to the landfill.

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

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

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

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

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

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

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

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

Health Informatics LMS Projects: This initiative provides technical assistance to the online program that prepares individuals seeking a new career path as medical coders. This provides an external revenue source to be reinvested in new technologies for the students and University Community.

Graduate Success Initiative: Ability to help and assist students succeed academically, which in turn improves student retention rate. This new system will create a new process for advisors and students to collaborate and define clear path for graduation.

Renegotiating IT Maintenance Contracts: Achieved efficiencies by effectively re-negotiating IT maintenance agreements and reduced costs by terminating agreements for software licenses and IT support that were no longer needed.



Florida State University Efficiencies Update August 2012

Florida State University continues to operate with significantly fewer resources as mentioned in previous efficiency reports. In addition to the efficiencies reported in prior years, FSU continues to initiate and expand opportunities for efficiency savings.

Adherence to Energy Savings Program

- Developing a joint project between the FSU/John and Mable Ringling Museum of Art and New College in Sarasota to combine their separate chiller plants into a single system to increase operating efficiency and to provide substantially increased back-up capacity for both institutions.
- Achieved a 14% reduction in the cost per square foot for all E&G utilities when compared to the prior year.
- Experienced a 2.9% reduction in EUI (Energy Use Intensity) (kBtu/sq ft) when compared to the prior year.
- Completed a major re-lamping program that has resulted in approximately \$150,000 per year in electrical savings.
- Upgraded the HVAC control systems for many campus buildings. Anticipated annual savings should be \$30,000 or more.
- Completed a steam system upgrade that will save the University approximately \$100,000 in steam production cost annually. High efficiency steam traps replaced traps that had failed or were in the process of failing.

Operational Efficiencies

- FSU has now replaced over 475 physical servers with virtual servers resulting in significant savings in power, cooling, networking, staff support and space requirements.
- Restructured Microsoft, Oracle, Matlab, SAS and SPSS software contracts. This initiative saves FSU over \$1M per year on these enterprise licenses available to faculty, staff and students.
- The Controller's Office developed a Compliance Report, designed to provide University leadership with a means to manage key processes. Each measurement on the Report (Property Inventory, Disbursement Services, Payroll Services and Departmental Billings) represents a process that, when not completed in a timely and proper fashion, creates inefficiencies for Departments and the Controller's Office. Each month a department will receive a Pass/Fail score in each category based on specific criteria. The goal is to identify departments that may require additional training. The expected outcome is to improve internal controls over University assets and reduce work volume for major University processes.
- The University joined the CampusEAI Consortium and will deliver the myFSU portal solution to integrate our new ERP student system, learning management, campus

communications, social interaction and other key student/faculty/staff functions as a one-stop application. This is being accomplished with a grant of in-kind services to save approximately \$1M in implementation costs.

- Environmental Health & Safety is converting to the use of “mobile inspections”, using a tablet computer to enter data in the field, increasing efficiency by not having to do after-the-fact data entry.
- The consolidation of the offices of Multicultural Affairs with the Center for Leadership and Civic Education streamlines administrative functions and saves approximately \$30,000.
- The University student email system was outsourced to Microsoft, resulting in \$100,000 in recurring cost savings. The faculty and staff email systems were consolidated into a single system, resulting in further costs savings and more uniform electronic communications processes.
- The University began a project to replace our decades-old Centrex telecommunications system with a VOIP solution along with enhanced integration to email and other forms of electronic communication. This will also result in \$1M in annual cost savings when fully implemented.
- Implemented electronic solutions to make proctored distance learning more efficient while reducing errors and delays.
- Implemented increased number of video based tutorials to reduce staffing and improve training associated with the campus content management system.
- Expanded the number of e-vent technology presentations to reduce customer travel to conference activities.
- Implemented an electronic search tool (SUMMON) to provide global search capability within all library electronic journals and databases thereby increasing access to research materials.
- Joined statewide “Ask-a-Librarian consortium for on-line reference requests, increasing productivity to the highest of any site in the state.
- Implemented Share-A-Book with the University of Florida to allow student and faculty at both campuses increased access to a greater number of materials at no additional cost.
- Expanded compact library storage to reduce the need storage space and allow for its redeployment as learning and study space.
- Contracted with outside vendors to reduce cataloging and processing costs within the library.
- Contracted for new space off campus that free up campus space that can be redeployed for campus testing and academic space.

Sustainability Initiatives

- Received Davis Productivity Award for saving \$2.8M by identifying areas for increased energy conservation, efficiency upgrades and additional materials that were diverted from the landfill and/or reused on campus.
- Earned LEED Gold certification for Ruby Diamond Concert Hall and William Johnston renovation projects bringing the number of LEED buildings to eight.
- Continued to increase recycling efforts on campus by diverting 2,600 tons of recyclable material from the landfill, saving over \$106,000 in landfill tipping costs.
- Moved campus directory to an online service, eliminating printing costs and allowing for more frequent information updates.



New College of Florida Efficiencies

New College continually looks for new efficiency opportunities and frequently reviews current operations and procedures in an effort to improve campus wide operations. A prime example of a long standing operational efficiency involves sharing operating costs for the following academic and administrative support functions with USF Sarasota-Manatee, whose campus is immediately adjacent to the College's campus: Jane Bancroft Cook Library, Student Counseling and Wellness Center, Police Services, and Campus Bookstore Services. In another shared services function, the College and FSU Ringling Museum have co-located their chiller plants in the same facility, providing each other with back up chilled water capacity and other benefits. Also, the College contracts with FSU for Building Code Administration Services. **Examples of recent efficiencies implemented during FY 2011-12 include:**

Organization Restructuring

- ✓ Restructured support services within the Division of Humanities, Division of Natural Sciences, the Dean of Students Office and the Office of Public Affairs producing recurring salary and benefits savings in excess of \$100,000.
- ✓ Given the College's increased use of temporary and part time positions, the College's FICA alternative program, implemented in FY 2010-11, is now producing annual FICA tax savings in excess of \$62,000. The program was expanded in FY 2011-12 to include payouts of annual leave and sick leave (if applicable) for employees retiring from or otherwise leaving the College. This will lead to additional FICA tax savings.
- ✓ Produced recurring savings in Enrollment Services in excess of \$25,000 by hiring and training community volunteers to perform functions previously handled by temporary part-time employees and a local mailing house.

Automation

- ✓ Created computer programs supporting the campus ID card system, campus electronic lock system and dormitory room charge system that eliminated manual data entry saving hundreds of staff hours.
- ✓ Implemented an on-line employment application and streamlined the new employment hiring process.
- ✓ Implemented a new check deposit system which provides faster deposit of funds and allows the College to reduce bank courier services, saving approximately \$2,000 annually.
- ✓ Increased the number of on-line tuition and fee payment transactions by 37% over the prior year. This has lessened the work load generated by over-the-counter in-person transactions.

Energy and Facilities Management

- ✓ Progress continues to be made in reducing consumption of purchased utilities (electricity, natural gas, water and sewer) despite increasing per unit costs. As funds permit, we continue to add buildings to our electronic campus wide energy management system and retrofit buildings with more efficient HVAC, lighting, window and roof systems.
- ✓ Drawing from FSU's experience, conducted aerial infrared scans of all flat and low-sloped roofs on campus providing a condition indicator as a prelude to roof replacements and energy loss.
- ✓ Engaged a well respected national firm to perform a comprehensive Facilities Condition Analysis of all campus buildings. The survey team, consisting of architectural and engineering inspectors, produced reports detailing the condition of each building's major systems (ADA, fire/life safety, electrical, roof, HVAC, plumbing, interior finishes and building envelope) including a data base of deficiencies listed in priority groupings that need to be addressed over time. This work

product is helping Physical Plant improve its preventative maintenance program and ensure that it is expending increasingly scarce PECO infrastructure funds efficiently and effectively.

- ✓ Sought out and received special Federal grant funding totaling \$65,000 to enhance the College's multiple emergency notification/communication systems.

Outsourced Services and Renegotiated Contracts

- ✓ Renegotiated and eliminated certain contracts supporting campus information technology resulting in annual recurring savings in excess of \$25,000.
- ✓ Postal Services negotiated a new contract to upgrade postal equipment and software costing approximately 25% less than the expiring contract.
- ✓ Replaced Cook Library's copy and pay for print system with a newer more efficient one providing improved print and copier services to users and saving \$30,000 over the next five years in leasing costs.
- ✓ Outsourced the hosting of the campus Learning Management System (Moodle), yielding savings on server maintenance while providing 24/7 support.
- ✓ Began participating in Ask-A-Librarian through the Tampa Bay Library Consortium. This virtual library reference service has enabled Cook Library to offer virtual texting and chat services to students and faculty. Savings are realized by virtue of the fact that we don't have to license and support a chat platform, nor do we need to utilize our staff for extended coverage of the services.
- ✓ Fully implemented UBorrow the statewide SUS reciprocal borrowing service. The service allows NCF and USF-SM users to borrow materials from all 11 SUS libraries via our Aleph library system. We estimate savings to be approximately \$2,000 per year based on interlibrary loan (ILL) costs -- savings due to the fact that we won't need to acquire items through ILL.
- ✓ Joined in with other SUS Libraries on statewide electronic book purchase contract. This contract will yield steep discounts for e-books purchased by Cook Library and enables New College community members to have access to e-books purchased by other SUS libraries under the contract. Cook Library has also joined in statewide contracts for Oxford University Press and Cambridge University Press journals.



University of Central Florida Efficiencies August, 2012

(Provide an update on the academic and administrative efficiencies that are continuing or been implemented over the past year.)

Since 2007-08, the University of Central Florida has absorbed permanent education and general (E&G) budget cuts totaling almost \$144 million or over 49% of total state appropriations in place on July 1, 2007. The university took immediate action to curb expenditures when the first signs of budget challenges arose by initiating hiring freezes, redistributing staff responsibilities as positions become vacant, placing limits on travel and other discretionary expenditures not critical to the support of our mission, and limited program closures.

The following are some of the more significant changes that have resulted in savings or additional revenue over the past several years:

Expense Reduction

- Reduced overall energy consumption per square foot by 28.5 percent since 2005
- Constructed a combined heat and power plant that is projected to decrease energy costs by \$2 million annually after a less than six-year payback of construction costs
- Constructed a thermal energy storage tank, which earned a rebate of \$637,000 from Progress Energy and will save approximately \$700,000 annually
- Instituted a faculty and staff energy conservation competition at the Rosen School of Hospitality Management, which saved approximately \$30,000 in the first year and is projected to have similar savings in this fiscal year
- Reduced Arena utilities costs by 21 percent or \$100,000 per year through specific energy initiatives
- Hosted student energy conservation competitions that have saved over \$40,000 each of the past two years
- Completed projects for chilled water production in-house, resulting in \$124,000 in savings
- Conducted a Lean Six Sigma program and reduced costs by \$500,000 yearly in facilities operations, warehousing, and surplus property management and sales
- Installed a key system that will save \$88,000 per year
- Replaced garage light fixtures, resulting in 66 percent savings in energy costs
- Reduced irrigation water consumption by 33 percent and lawn chemicals by 50 percent since 2005
- Achieved 30 percent increase in recycling since 2006 with a corresponding decrease in commercial trash pickup and for the current year exceed the 30 percent recycling rate recommended by the state

- Reduced average annual E&G travel expenditures by 46 percent or \$2 million
- Decreased housekeeping requirements, resulting in a reduction of 30 percent in payroll costs

Supplemental Funding

- Obtained \$4.5 million in state funding for operations and maintenance of leased facilities
- Installed photovoltaic panels through a \$645,000 grant from Progress Energy, which will result in energy savings of 55 percent for Parking Garage B
- Received grants totaling \$215,000 for campus arbor care and natural lands management
- Received the following grant funding for emergency management operations and equipment:
 - DOE Emergency Management for Higher Education Grant - \$497,000
 - Florida Department of Education Grant for Mass Notification - \$161,000
 - ViaRadio pilot program - \$40,000
 - Hazardous Materials equipment training and response grant - \$80,000

Revenue Generation

- Achieved revenue increases in several areas:
 - Pouring rights' sponsorships - 21 percent or \$320,000 per year
 - Snack vending guaranteed commissions - 250 percent or \$50,000 per year
 - Beverage vending guaranteed commissions - 13 percent or \$35,000 per year
- Generate over \$300,000 in annual revenue through space rental to wireless providers
- Began direct sales of surplus property in place of a sole source vendor, resulting in projected revenue of \$250,000 for the current fiscal year
- Increased annual usage of the purchasing card by \$7.5 million over the past five years to a total of over \$25 million, resulting in time savings and additional rebates
- Implemented an investment policy that has allowed for greater returns

Cost Avoidance

- Implemented distance learning strategies, allowing for a reduction in the need for additional classroom space
- Utilized roofing coatings on several buildings instead of re-roofing, saving \$1.1 million
- Utilized the Direct Owner Program for construction purchases to save over \$2.6 million in taxes over the past three years
- Realized savings in Builders Risk Insurance through competition between a State University System program and project construction managers
- Refinanced Parking and Housing bonds, for projected savings of \$5.8 million over 20 years
- Used internal funds for large projects such as renovation of the Pegasus Health facility and the combined heat and power plant instead of borrowing from an external source

Process Improvement

- Moved lawn mowing operations to nights to avoid conflicts and increase productivity by 20 percent
- Automated administrative processes in areas such as Finance and Accounting, Human Resources, and Purchasing using workflow

- Closed the Cashier's Office, and moved the back office cashiering functions off campus and the Office of International Studies on campus
- Installed GPS technology on shuttles to provide tracking and estimated arrival times

Privatized Services

- Auxiliary Services
 - Bookstore
 - Dining services
 - Arena management
 - Campus bus service
 - Campus copiers
 - Office supplies
 - Concessions and vending
- Facility Support
 - Irrigation installation
 - Landscape installation
 - Fire-alarm system maintenance
 - Elevator maintenance
 - Rosen School landscape maintenance
- Administrative Support
 - Architectural services
 - Engineering services
 - Construction management
 - Investment consulting
 - Financial-advisor services
 - Audit services for professional and construction contracts

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

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

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University of Florida Efficiencies August, 2012

(Provide an update on the academic and administrative efficiencies that are continuing or been implemented over the past year.)

- UF is implementing the Innovation Academy in Spring, 2013. One of the primary goals of this new program is to more efficiently utilize campus resources by enrolling additional students in terms that do not already have maximum capacity enrollment.
- The University of Florida, in conjunction with Shands Hospital, is working to create a new model for offering health and wellness insurance to provide more cost-effective, customized care and better health outcomes for employees and their dependents. A goal of this new model, called GatorCare, is to be as responsive to employee needs as possible by seeking ways to help improve health care access, health outcomes, and quality of life – while keeping health care costs as low and competitive as possible. Additional goals:
 - Improve health care access
 - Improve health outcomes
 - Improve quality of life
 - Create a healthier workforce
 - Offer competitive benefits
 - Ensure choice and options for care
 - Provide opportunities for community practitioners to join the UF&Shands health care network
 - Partner with our employees in the management of their own health (e.g., obesity, high blood pressure, preventive care, diabetes, tobacco use, stress or depression, nutrition and healthy eating)
 - Offer innovative models for receiving health care
 - Develop targeted programs focused on improved health and wellness
 - Use electronic communication to deliver health care information

- UF implemented a new Humanities course entitled *The Good Life*, replacing multiple general education courses and resulting in teaching efficiencies.
- The College of Liberal Arts and Sciences is beginning implementation of a major initiative in Shared Services (SSC) in June, 2012 which will include fiscal, human resources, travel and grant administration. Nearly three-quarters of the College's major units will participate, with an expected net savings of \$780,000. This initiative will be extended to other UF Colleges in the future.
- The Division of Business Affairs implemented numerous efficiencies in 2011-12, including:

Stephen C. O'Connell Center:

- Replaced lighting fixtures in the Practice Court, Dance Studio and Natatorium with more energy efficient fixtures that also require less maintenance than the previous fixtures.
- Replaced all lighting in the lobbies and stairwells with LED fixtures which provide a more natural lighting as well as decreases energy consumption and maintenance costs.
- Collaborated with UAA, Gator Vision, and Digital Technologies (College of Journalism) to upgrade all video/TV wiring in the building and tie into the new control room facilities at Weil Hall. This upgrade eliminates the need for a production truck (semi) to operate the video boards for all athletic events as well as all commencement ceremonies. This not only saves our clients' money, but also reduces impact on the university infrastructure with one less semi-truck on campus and enables Journalism students to get more hands-on experience.
- Removed flooring (including asbestos abatement) with auxiliary funds taking the service hallways down to polished concrete which will save PPD money and labor associated with maintenance and cleaning.

Small Business & Vendor Diversity Relations:

- Implemented an on-line database for registration of small businesses with UF.
- Utilizes on-line registration system for registering of attendees and exhibitors for Annual Trade Fair & Conference event.
- Uses electronic mailings for notifications regarding workshops, networking sessions and other events hosted by the division.

University Police Department:

- The UFPD spent \$20,000 to automate its night time front desk and lobby facilities. This allowed for the elimination of one position, which provides a \$35,000 yearly savings and the ROI will be recovered in less than one year.
- The UFPD is currently in year one of a three year plan to upgrade all of our Patrol Fleet to more fuel efficient vehicles. Once fully implemented, the annual fuel consumption for Patrol Operations is expected to be reduced by 20% which will provide an annual savings of approximately \$22,000 in fuel costs.

Business Services Division:

- Gator Dining Services became Foam Free across all dining locations. Over 1.2 million units of foam products have been replaced with eco-friendly paper-based products throughout our national brand locations on campus.
- In Fall 2011, fewer than 1,000 disposable to-go containers were used per week vs. 5,000 per week in prior years. Over the course of two full semesters, this is a reduction of 150,000 containers.
- Implemented new online Faculty & Staff Authorization system within ID Card Services/Gator 1 Central to better identify new employees, streamline the department billing process, and more efficiently issue employee Gator 1 cards.
- To further our strategy of hardware attrition and moving to centralized infrastructure services, the following goals were accomplished:
 - Deployed the first CNS virtual server.
 - Decommission three physical servers.
 - Started deployment of CN's NSAM backup services across all of the physical and virtual servers.
 - Upgraded multiple servers to the latest versions of the Linux OS.
 - In June 2012 the Snack Vending Contract with Canteen was renewed through the ITN process. The Agreement calls for the replacement of all of machines with energy star efficient machines and credit card/Gator 1 card acceptance. Currently 170 machines are on campus (including Shands).
 - Transportation and Parking Services performed lighting retrofit projects in Garages 5 and 9, replacing old high sodium fixtures

with new energy efficient T8 fluorescent fixtures with projected electricity cost savings annually of \$64,561 in Garage 5 and \$72,069 in Garage 9.

- Transportation and Parking Services purchased and deployed new handheld computers and printers with a built-in camera so that photographs may be taken of each violation for use in adjudicating appeals. This new equipment will enhance the efficiency of the appeal process, increase revenues, and reduce complaints.
- Participation in the Zipcar program continues to grow through aggressive marketing by Transportation and Parking Services. During the fiscal year 2011-2012, TAPS expanded the campus Zipcar fleet by 56% from 9 to 14 vehicles, and participation by 26% from 1,148 to 1,449 active members. Additionally, TAPS continues to facilitate discussions for a potential service agreement between Zipcar and the City of Gainesville to expand service into City locations surrounding the University.
- The Campus Cab Program has installed a GPS system in the three vehicles used to transport staff members around campus to enhance dispatching capabilities and improve response time for ride requests.
- Student Government and the Regional Transit System (RTS) provide convenient, fare-free public transportation on campus and to and from many locations within Gainesville. The Regional Transit System has released its record-breaking ridership report for 2010-2011, with 10,021,824 passengers transported from October 2010 to September 2011.

Facilities, Planning & Construction:

- Maximize productivity and service by consolidation of responsibilities where possible to reduce overall staff resource requirements.
- Improved project closeout and facility turnover process through electronic documents utilizing a Building Information Model (BIM and Sharepoint platform).
- Customized utility consumption/cost reports to streamline tracking, CO2 emission and benchmarking LEED certified buildings. This tool identifies billable energy consumption by building with internal benchmarking from year to year on a seasonal monthly basis for trending assessments. This report will

serve as a tool for operation & maintenance. This data will be used and integrated with the Energy Star Program to rate energy performance, estimate carbon footprint, set investment priorities, verify and track improvements. This same process will be deployed for existing buildings in the future.

- Future: connect the Building Information Model (BIM) for new buildings to Maintenance software for an enhanced facility management system.

Physical Plant Division:

- Better communication with Surplus Management and Solid Waste Division has resulted in capture of surplus sales; filing cabinets and furniture now re-routed for resale through surplus from waste.
- New Metal Contract for increased recapture of funding per pound of recyclable material.
- Conversion of existing waste collection infrastructure to recycling cans to save costs for new bins.
- High Performance Work Teams - High Performance Work Teams pilots were implemented in three distinct campus situations. These unique groups were formed to work as autonomous units, providing custodial and basic building maintenance services as a team. One team is in an area of high student traffic comprised of many classrooms and offices. A second team is in an area with a high concentration of research related activities. The third is in a new facility designed for business and professional occupants, known as the Innovation Hub. Overall cost savings have resulted while delivering improved service to customers.
- Chilled Water Plant Optimization – During the past several years, an initiative has been in progress to optimize and better integrate the campus district chilled water system. The system is comprised of ten interconnected plants of varying capacities which produce approximately 113 million ton-hours of chilled water in support of approximately 13M GSF. Integration and control of the various chillers, pumps, valves through an understanding of the physical configuration, thermodynamic principles and hydraulic pumping has increased efficiencies. Direct digital control has enabled real time management of the systems via programmable algorithms. Significant mechanical alterations and upgrades were necessary prior to control implementation. Although not complete, this initiative has already resulted in a 12% improvement in

plant efficiency (\$1M+/yr). Substantial additional savings are anticipated as controls systems are fully installed and refined.

- An Invitation to Negotiate is currently in process for all waste streams at UF and Shands. This contract will help reduce costs for service as well as meet the universities' goal for waste reduction.
- In addition, the Division of Business Affairs provides the following update to efficiency initiatives begun in the last year:

Business Services Division Efficiencies - Update

- The UF Bookstores saved our students the following:
 - Used Text savings \$335,522*
 - Rental Savings \$688,522*
 - Book Buyback \$104,683
 - 1st Day of Class Text Sale \$ 25,973

*These savings are based on used and rental sales compared to the cost of new textbooks.

Facilities, Planning & Construction Efficiencies - Update

- Continued implementation of Campus Master Plan policies that maximize efficient land use, promote cost-effective forms of transportation such as buses, bicycling and walking, as well as water conservation through tree preservation, proper plant selection and xeriscaping where feasible.
- Implemented LEED-GOLD for all new construction.
- Further enhanced Design & Construction Standards incorporating energy efficient equipment and systems.
- Continued pursuit of Progress Energy Rebate Program for new construction and renovations to further support energy savings opportunities in additional buildings.
- Completed utility plant upgrades for the Veterinary Medicine campus to achieve energy savings.
- Continued use of UF Sales Tax Savings Program for construction materials and equipment to maximize use of state funds in each project.

Physical Plant Division:

- **Building Re-commissioning** - UF's building re-commissioning program, which was implemented on approximately 23% of campus square footage was cautiously projected to save \$600K annually. The current annual cost avoidance from this endeavor is \$895,000. This process affected mostly building mechanical equipment and reduced electrical consumption by 7.8%, chilled water consumption by 11.6%, and steam consumption by 12.8%. Additional cost saving measures are also being implemented including T-12 lighting retrofits with T-8, occupancy sensors to control lighting and/or HVAC and replacing low SEER Dx units with higher SEER units.
- The Division of Enrollment Management implemented numerous efficiencies including:
 - Office of the University Registrar course room scheduling staff members continued to limit the summer term use of buildings, managed by OUR, to optimize power savings as well as cleaning and other maintenance costs incurred by the university.
 - Vehicles purchased for office business use now are Flex-Fuel models.
 - Implementation of a SharePoint Catalog System provides a single, university-wide structure to allow owners of catalog content to maintain and edit their subject matter resulting in faster, more accurate edits.
 - Converted 3,404 pre-automation imaged permanent record cards (hard copy transcripts) to the online student records system. The newer system was begun in 1977. Academic records created prior to that date originally were maintained on "cards" and later imaged to a microfilm/microfiche system (accessible only by OUR staff members.). These former students now have convenient access to viewing and ordering their transcripts.
 - Installed a new call management system that dramatically improves the monitoring and handling of calls to the OUR and the Office of Admissions. The new system furnishes statistics allowing for more efficient allocation of personnel resources to meet peak call volume requirements. The implementation was accomplished with no loss of service during business hours. The system replaced the outdated ROLM system that had become inefficient and was costly to maintain.
 - Modification of the FASTER system of electronic records transfer. Office of the University Registrar and Enterprise Systems staff collaborated to complete the complex systems changes and upgrades to assure the academic records, enrollment records, and cost of attendance data transfer between state university system institutions worked seamlessly.

- Incorporated Skype into the outreach strategy for the Office of Admissions. Skype will allow the Admissions Office to offer virtual high school visits and conduct face to face conversations with constituents. Considerable staff time and travel expense will be saved with this initiative. Using Skype will provide service to more students and families and further extend the University's reach nationally and internationally.
- Initiated video tutorials to replace teleconferencing time used to maximize staff performance and visitor services. This is an initiative designed to provide enhanced service to prospective-student families and add efficiency to the outreach effort. Staff time and travel-cost savings will be realized as a result.
- The Division of Student Affairs implemented numerous efficiencies including:
 - Housing and Residence Education constructed the new Corry Community Center which included a Variable Refrigerant Flow (VRF) air conditioning system; solar hot water heating; point-of-use hot water heaters for the laundry room; gas fired dryers; occupancy sensors for lighting; individual space temperature controls; humidity sensors; and tinted low-E windows. Staff also incorporated an extensive measurement and verification process and an active dashboard into the system so that staff and residents can determine where energy use occurs and at what frequency.
 - Housing and Residence Education has completed the installation of networking equipment and ports in all graduate and family housing units as well as has installed wireless network access points in every Housing building on campus. This installation supports the fall 2012 migration of the Legacy Computerized Maintenance Management System to a web-based mobile work order system. When completed, DOHRE maintenance and building services staff will be able to receive work order requests wirelessly which will increase response efficiencies.
 - Housing and Residence Education changed to an online self-selection process for assignments as well as offering a Facebook roommate application for roommate matching. By moving all processes into the hands of customers, staff provides a higher level of flexibility and customer service. Additionally, staff has seen a reduction in phone and email traffic regarding assignments information as a result of these processes.
 - GatorWell Health Promotion Services is using iPad 2 technology as a means to capture essential assessment and evaluation data from students. This allows for a greater range in reaching students and

capturing valuable data to enhance the effectiveness of GatorWell's comprehensive services, as well as decreasing the amount of paper utilized on a yearly basis.

- The Dean of Students Office is using iPad 2 technology as a means to simplify daily tasks, eliminate paper-based processes, and improve efficiency of common office functions. The usability, portability, and connectivity of these iPads has increased staff productivity and decreased the amount of paper used on a yearly basis.
- The Counseling Center entered into a partnership with the College of Education to create online treatment modules for students with anxiety. This will provide effective treatment in a shorter time frame, and an effective treatment option for distance learners.
- The J. Wayne Reitz Union is pursuing on-going efforts to operationalize sustainable practices in the day-to-day building operations. Recent examples include: a) Reitz Union Hotel operates under standards established as the *Florida Green Lodging Program*, resulting in certification of the hotel facility by the Florida Department of Environmental Protection, b) Established program for recycling all office paper, bottles, cans, and wooden pallets, c) Solar film on windows replaced in designated areas of building, d) On-line space reservation system implemented by Event Services unit resulting in labor and paper savings, e) All paper towels purchased are 100% recycled products, f) Implementation of a terrazzo floor cleaning process that does not use chemicals, waxes, or floor strippers, and g) Carpet cleaning products are certified green products and save water.
- The Career Resource Center implemented a virtual environment for approximately half of traditional hardware replacement costs saving \$50,000. The cost savings are already noticed as the energy efficiency of the current solution is 60% less than consumption prior to virtualization for power servers and desktops.
- The Career Resource Center and the Office of Institutional Research implemented an exit survey in April 2012 to centralize the collection of post-graduation employment and educational outcomes for the institution with a 50% response rate. The survey is mandatory for all students beginning with the August 2012 graduation class.
- Student Activities and Involvement has utilized a paperless registration by using gator connect. This implementation has saved approximately 240 hours of staff processing time and reduced paper by 75% for close to 1000 student organizations.

- Recreational Sports implemented iPad2 technology to increase work efficiency, department wide sustainability efforts, and to improve customer service interactions to more than 25,000 participants in intramural sports. Recreational Sports has decreased manual data input by 15 hours per week which allows for increased productivity and presence with our student participants. Ninety-five percent of printed paper used for the intramural sports processes was eliminated and customer satisfaction increased 90%.
 - Recreational Sports implemented an on-line registration program for the 130 group fitness classes provided for students and members each week. Prior to implementation participants would wait in line for classes as much as an hour and a half. In spring semester, 83% of participants registered on-line; 91% of the available spots in the classes were filled. There was a 28% increase in participation relative to spring, 2011.
- The University of Florida Foundation implemented efficiencies including:
 - Xerox multifunction devices: The UFF is replacing multiple machines with comprehensive business machine (fax, printing, etc.) We will save \$20,000/year in toner and electric consumption. Maintenance costs will also be reduced as the older machines are decommissioned.
 - UFF has long been committed to imaging and over the years we have saved a great deal of costs including \$200,000 in outside storage costs (over 8 years), freeing up in-house storage space, reducing paper costs, personnel costs in filing paper, and highly increasing reliability and access to our confidential records. This also provides backup in case of a disaster.
 - UFF has an online real time Financial Accounting System (FAS) which has eliminated reams of paper reports and provide much better service to users.
- UF instituted an online promotion and tenure workflow process pilot program in 2011-12 that will be fully operational by AY 2013-14. UF handles an average of 250 cases for promotion and tenure each year, with candidates coming from every college and academic unit at the University. Faculty prepare the packets but staff process them through departmental, college and University-level review, including handling and transmitting numerous paper copies. There will be substantial savings in staff time over the paper process, it will be easier to generate department, college and university reports on the tenure and promotion process, and savings of ~165,000 pages/year of copying. The system will be expanded after 2014 to include additional data gathering and reporting features.

- The Division of Information Technology implemented efficiencies as follows:
 - Provided a reliable environment for complex computations and storage, allowing faculty to leverage economies of scale in computing resources for instruction and research and increasing faculty competitiveness in securing external funding
 - Met demand for more capacity by increasing server virtualization, replacing hundreds of physical servers with virtual servers, thus increasing efficiency, redistributing excess capacity, and improving application availability to faculty, staff and students
 - Migrated physical servers from university buildings to shared virtual servers in central data center, resulting in elimination of costs of redundant resources by leveraging economies of scale, improved security by moving sensitive data to secured central data location, and decreased energy consumption by eliminating need for extra power and cooling at night and on weekends in dozens of buildings across campus
 - Increased efficiencies and enhanced online teaching by developing focused training for faculty and increasing capacity for course production by 400%
 - Implemented online faculty assignment report, eliminating a cumbersome, paper-based process
 - Saved faculty and staff time by integrating data from several sources and creating a coherent, single-data repository for Tenure and Promotion review
 - Established a maintenance program for enterprise systems that ensures robust system performance while reducing long term costs
 - Initiated new effort certification process to facilitate compliance with state reporting regulations and reduce compliance risk
 - Enhanced and streamlined the online freshman admissions and application review process
 - Developed a data encryption program to reduce impact of loss or theft of Mobile and storage devices, reducing risk of costs associated with amelioration of data breaches

- The Chief Financial Officer implemented the following efficiencies in 2011-12:
 - Implemented an e-pay solution to pay vendors by EFT instead of more costly check processing.
 - Changed reimbursement process for wireless devices as allowed by change in IRS ruling. Generated savings of \$500,000 per year.
 - Changed capitalization threshold for tangible personal property from \$1,000 to \$5,000.

- Implemented a nationally recognized, commercially available, software system for faculty assignment reports, effort certification and commitment monitoring. The software will save administrative effort for assuring compliance with federal and state regulations.
 - Improved principal investigator reporting that will decrease budget overruns and decrease clerical staff time generating custom reports.
- The Chief Financial Officer is planning to implement a process for centralized invoicing in 2012-13.
- The Division of Sponsored Research has made improvements in the tracking of IRB & IACUC protocol status will allow management of grants using end dates as provided by the sponsor rather than the expiration date of the protocol. Moving to this new process will eliminate the need for campus to redistribute salaries on over 2000 projects twice during the year rather than once per year, or even once every 3-5 years. In doing so, it reduces the need for many retroactive payroll cost transfers and eliminates the need for shadow entry of budgetary end dates for the purposes of projecting expenditures to budget. In the past, most departments and investigators required an additional system of managing such budgetary projections. These changes have led to at least 250 additional tracking systems no longer being needed for this purpose.



University of North Florida Efficiencies August 2012

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

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

With a heat recovery system now fully operational we are reducing plant natural gas consumption. We reduced our gas consumption between FY' 10 and FY' 11 by 3%, which translated to a 10% reduction in natural gas expenditures, even though we had the coldest winter on record this past year. Annual natural gas expenditures for FY 2011-12 are projected to be \$32,000 less than FY 2010-11; a 9% reduction.

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

- The project to replace campus dumpsters with compactors has yielded a 9% reduction in actual cost in the handling of refuse (labor included).
- Adjusted office cleaning schedules to once per week instead of every day thereby eliminating eight custodial positions yielding annual savings of \$212,000.
- Due to the loss of PECO funding and resulting decline in construction projects we have eliminated two engineering positions resulting in savings of \$132,000.
- Over the previous couple of years we have outsourced or contracted out numerous services to recognize significant savings. These include:
 - 1) Postal Services were outsourced to a third-party vendor. As a result of this effort, mail pickup and delivery across campus has been increased to twice

daily, a service level never before accomplished at UNF. This has created savings of over \$115,000 annually.

- 2) The Duplicating Services operation was closed and digital printing was outsourced. Under this program service levels remained at the already high levels being previously provided, however, the pricing to departments was reduced by approximately \$30,000 annually and the annual operating loss of approximately \$105,000 was eliminated.
 - 3) The Convenience Copier and Pay for Print programs were contracted to an outside vendor and continue to provide full-time on-campus support and management. Renegotiations for this contract resulted in an overall cost reduction in the Convenience Copier program of approximately \$70,000 annually. In addition, the negotiated per click rate of \$.0065 will allow the University departments to redirect printing from higher cost devices and save up to \$.06 per page. The Pay for Print program services were enhanced to add additional color devices and web based printing that will allow students to print from their laptops or PDA. Costs for printing/copying were reduced from \$.11 per page for black and white to \$.09 per page. Color printing/copying was reduced from \$1.00 to \$.50 per page. These reductions will reduce costs to students by approximately \$35,000 annually.
- Through centralized strategic sourcing of our contracts and purchases we have documented savings totaling over \$840,000 for the previous two years.
 - We have automated numerous processes which provide efficiencies both in materials, time, and staffing. This includes a system to route all University contracts, no longer printing purchase orders but sending them electronically, and automation of the travel authorization and reimbursement process.

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

- Within Information Technology we have begun utilizing server virtualization which results in significant savings in power, cooling, networking and space requirements.
- We determined that a potential outsourced contract for scanning student records could actually be performed internally, saving an estimated \$100,000.
- Elimination of 7 master's and 4 bachelor's programs through program coordination efforts.
- Eliminated 2 faculty lines and reallocated 4 others to STEM and strategic areas of focus. Additionally, deferred the hiring of numerous faculty/library positions until future years.
- Addition of 92 sections of courses through distance learning initiatives.



University of South Florida Tampa Efficiencies August, 2012

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

New Efficiency Initiatives for Consideration:

1. In the University Bookstore, expanded the availability of textbooks for the rental program to provide student savings of up to 50% of new text; expanded the availability of electronic textbooks at savings and efficiency of use.
2. Continued ongoing promotion of on-line permit sales and introduced a receipt option to provide efficiencies for customers and eliminate permit pick-up.
3. Resurfaced deteriorating parking lots and recycled millings in temporary lots to improve the condition and reduce waste.
4. Implemented a new off-campus Bull Runner Transit route and expanded overall ridership (1.3 million annual boardings), reducing the number of vehicles on local roads and on-campus.
5. Implemented the retrofit of the Crescent Hill garage with LED lighting, replacing inefficient lighting originally installed (utility savings of 50%-60%).
6. Reduced energy consumption (conserving over 40,000 gallons of water annually) and food waste in campus dining halls.

Implemented:

7. Consolidation of procedures for the procurement and contracts process for Professional Services and Construction Services for the University of South Florida's Capital Improvement Program that includes updated templates, examples and processes for efficiencies.
8. Automated work request and workflow process, using mobile technology, to improve the timeliness of response to service calls.
9. Digitization of records, including asbestos surveys and abatements, respirator fit tests, and hazardous waste manifests, to improve access to records, enhance regulatory compliance, improve efficiency of data searches, and optimize use of physical space.
10. Deployment of an online service management system that is used for conducting safety inspections, managing incident responses, recording insurance claims, and organizing training sessions, as well as other Environmental, Health & Safety (EH&S) services. This system allows online access to services and records from the field thereby increasing the efficiency of our staff, improving records retention, and enhancing service to our customers.

11. Online safety training, including Laboratory Safety and Biohazardous Waste Management refresher trainings, that has made these mandatory trainings more easily accessible to laboratory personnel, while at the same time providing EH&S staff with more time to spend in the field ensuring safety and compliance throughout the University.
12. USF Ready, a business continuity planning program developed by the Kualu Foundation to increase the ability of the institution to keep operating in the face of disruptive events. The tool enables the USF system to identify threats and risks, critical function and processes, produce departmental continuity plans, and identify inter/intra-dependencies.
13. On-line W-2 statements for employees that will result in the reduction of the printing, folding and mailing of thousands of forms per year. In addition, the forms, including prior tax years, are available to employees via a self-service application so that they may be viewed and printed as needed.
14. Regulatory compliance of employment authorization through USCIS E-Verify for over 5,000 employees has been completed utilizing capacity created by internal process improvement versus outsourcing the process to an external vendor, saving approximately \$15,000 per year.
15. Expanded virtualization of applications to 100% of students, giving them access to over 80 applications from their personal devices.
16. Advanced development of the iUSF app to develop useful components and requirements driven by student feedback.
17. Expanded technology and infrastructure to enable classroom capture based upon academic affairs decisions: supporting 58 courses across 21 classrooms.
18. Implemented Web Applications for Admissions using VisualZen solution.
19. Implemented Change Management which will improve delivery of systems upgrades and reduce incidents, increasing system availability.
20. Upgraded Human Resources and Financial systems giving customers new features and sleeker design.
21. Integrated digital displays on campus with emergency notification systems as well as key websites.
22. Implemented new core routers on the network to improve and expand wireless coverage on campus.
23. Student Affairs consolidated programs and business operations to deliver more economically direct programs and services to students. The efficiency achieved preserved the existing scope of student programs and services while eliminating 14 full-time staff positions and related operating expenses to reduce the Student Affairs annual budget by about \$1.7 million.
24. College of Behavioral & Community Sciences re-structured to reduce the number of departments from eight to seven (Aging Mental Health and Disparities).
25. Recently completed the conversion of paper-and-pencil student evaluations of teaching to an on-line process using Explorance Blue. This will result in a cost savings of approximately \$23,500 year.
26. Development of a new Student Assessment Management System for tracking all student learning outcomes assessment including Academic Learning Compacts (ALC).

27. Implemented a professional advising model where staff positions have been deployed to provide direct advising support to students and the faculty effort that had been directed toward advising is freed up to support instruction.
28. Implemented a SMART Lab in the Tampa campus library to provide on-demand personalized support to undergraduate students' in math and science courses. The SMART Lab is designed to reduce failure rates in courses that have traditionally been challenging to students and thus effectively and efficiently support their timely progression toward graduation.
29. Developed a standardized desktop computer configuration that could be purchased in bulk and installed for all faculty and staff. That resulted in cost saving for desktop computer upgrades and streamlines the computer maintenance.

Continuing Efficiency Initiatives:

30. Continue the implementation of the USF Sales Tax Savings Program and issuance of Direct Owner Purchase Orders for construction materials and equipment which has generated approximately \$622,544 of construction cost savings for the 2011/2012 Fiscal Year.
31. Continue the implementation of resource conservation in design of major projects to reduce costs for operations and continue implementation of environmental conservation efforts by USF including USF Design and Construction Guidelines to expand water conservation program by using building condensate for landscape irrigation, grey water system recharge and architectural water features. Monitor all water usage by metering grey water (condensate and irrigation water).
32. Continue providing in-house training and cross training for professional staff to enhance collective application of emerging technologies and applications in design and construction of facilities; and to provide for continuity of services and succession plan for operations.
33. Continue the implementation of "in-house" services by professional staff for projects including Roof Inspections, LEED certification, Commissioning, Latent Defect/Warranty Enforcement, and Construction Defects Investigation and Design Services through utilization of Infrared Thermography program and IRT instrumentation for savings in costs and time for forensic investigations for latent defects claims.
34. Continue the implementation of "in-house" services by professional staff for design services and by student interns for services including Record Document Scanning for USF Archives and Graphic Presentations.
35. Continue the implementation of campus planning objectives for landscape and environmental enhancement through use of donated trees for a construction cost savings of over \$10,000.
36. Continue the negotiation of costs for design and construction services below the initial proposed amounts for services to obtain the best fair, reasonable, and competitive price for services.

37. Continue the implementation of organizational structure to maximize productivity and service by consolidation of responsibilities where possible and reduce overall staff resource requirements.
38. The Human Resource Division continues to work to create process improvements to enhance service delivery while reducing costs. As such, we have introduced process improvements to the flow of our front desk processes. We are moving forward with our transition from People Admin to People Soft functionality which will introduce more self-service features while saving \$75,000 in annual licensing fees. Our enhancements, in the initial new hire processing, has reduced processing time by 30% as well as an improvement in data integrity for over 4,000 new employees per year. This efficiency saves labor costs and reduces the time commitment for our customers.
39. Continue to support innovative uses of open source software to reduce costs.
40. Continue to maximize classrooms through efficient room utilization and response to changing university enrollments.
41. Continue to refine organizational structures that maximize productivity and service by consolidation of responsibilities where possible to reduce overall staff resource requirements.
42. The Library continues to be proactive in looking at ways in which to reduce the cost of providing e-Resources for students and faculty. Efforts include coordination with other SUS participants, vendor negotiations on rate and payment terms as well as periodic review of needs for all constituents.
43. Continue to improve the efficiency of the ERP System by utilizing Six Sigma principles.
44. Continue to examine the proportion of instructors to tenure track/tenured faculty to achieve an ideal faculty model to facilitate undergraduate instruction.
45. Continue to review faculty workloads with an emphasis on instructional efforts and optimizing seats per section. Open new course sections only when course enrollments demonstrate need.
46. Continue to consolidate purchasing across the USF System for temporary employment services providing detailed procurement and job aids for requisitions.
47. Continue to utilize ACL reporting and querying tools to aid in PCard auditing efficiencies.
48. Continue to move small dollar purchasing volume to the PCard as allowed within policy.
49. Continue to utilize the functionality of the enterprise business systems to improve efficiencies.
50. Continue to enhance System-wide services through membership in the National Student Clearinghouse that maintains national standards.
51. Continue the Implementation of Degree Works software that will greatly augment tracking of student progress and hence facilitate advising.



University of South Florida St. Petersburg (USFSP)
Efficiencies
August, 2012

The University of South Florida St. Petersburg continues to focus on the following efficiencies initiated within the past 36 months.

Energy savings: Continued scrutiny of energy and associated utilities usage including turning off HVAC systems on weekends in most buildings; turning off HVAC systems in areas that are not in use; nighttime setback of HVAC systems in most buildings; increased the cooling temperature for common areas and offices to 76 degrees and to classrooms for 74 degrees; reducing heating temperatures to 68 degrees when possible; delamping where appropriate; conducting custodial operations during the day; and utilizing motion sensors and energy misors.

Scheduling efficiency: Increased the number of on-line classes which makes space available for other purposes, reduces utility costs, and reduces course sections and the associated requirement for faculty.

Reduction in Services: Continued reduction of operating hours for some services to reduce salary demands including cashiering, financial aid, registrar, and maintenance and grounds.

Consolidation of Administrative Support Functions: Continue with the realigned structure of Student Affairs as a unit within Academic Affairs rather than as a separate division and the associated reductions in staffing and salary requirements. In addition, we have continued with the combined areas of Facilities Planning with Facilities Maintenance, and Student Rights and Responsibilities with Housing and Residential Life.

Operating Budgets Management: Continued conservation of operating expenses include enhanced use of smart office machines and the associated reduction of paper, both for general operating activities as well as communication with students.



**USF Sarasota-Manatee
Efficiencies
August, 2012**

USF Sarasota-Manatee and New College of Florida leverage efficiencies by having the two institutions share resources to fund one Jane Bancroft Cook Library, one campus police unit and one student health unit.

USF Sarasota-Manatee invested in the Central Energy Plant Addition and Renovations Project. FP&L has contributed \$200,000 as a one-time rebate as the plant is commissioned. The enlarged plant can accommodate the facilities growth anticipated in the Campus Master Plan. The project incorporates several leading edge technology features, including ice storage to reduce energy consumption and costs by 20-25%. In addition, to further reduce electric consumption USF S-M installed motion sensor shutoffs for all restrooms and electrical/mechanical rooms.

USF Sarasota-Manatee leverages efficiencies in that enterprise functions are supported at the USF System level rather than opting to duplicate those services at the campus level.

The campus installed TelePresence to participate in multi-campus meetings without having to travel. This saves not only in actual travel expenses, but also in time on the road.

The USF System implemented a FICA alternative plan for temporary employees which generated over \$40,000 in annual savings and provided a retirement program for temporary employees at USF S-M.

USF S-M participates in all USF System efficiency investments to reduce costs of operations.



University of South Florida – USF Health Efficiencies August, 2012

USF Health continues to be focused on these areas to restructure and efforts are either currently planned or underway.

Student Service Functions

USF Health has engaged a consulting firm to examine existing and planned student service functions across its various academic programs. The objective is to identify where infrastructure and personnel can be better leveraged to achieve efficiencies and effectiveness while continuing to provide quality services needed to adhere to accreditation requirements. **UPDATE: An Executive Director has been hired to lead USF Health's Shared Student Services that is currently underway and will be housed in the old clinic facilities once the College of Medicine's renovations are completed. This initiative will provide efficiencies across the College of Medicine, Public Health, Nursing, Pharmacy and the School of Physical Therapy and Rehabilitation Sciences.**

Classroom Consolidation

An internal review of USF Health's classroom space usage is currently in full swing. The goal is to maximize the use of space across USF Health in order to be able to expand course offerings and accommodate growth from our expansion in the Athletic Training, Pharmacy, and MD programs using the existing physical plant infrastructure and facilities. **UPDATE: USF Health in cooperation with Main Campus has purchased a space management software system (ARCHIBUS) and is currently bringing it online. Coupled with the current renovations of the College of Medicine's academic space, we expect to be able to accommodate the growing cohorts of the new PharmD and SELECT programs (both in year 2) utilizing existing facilities.**

Graduate Medical Education

The College of Medicine's Graduate School is looking to establish a Downtown Tampa campus in collaboration with USF Health's new simulation center. The Downtown Tampa campus will be used to expand graduate medical education by offering Masters level health programs which will expand workforce development in key health fields and serve the adult population in the downtown area. **UPDATE: The new simulation center (CAMLs) opened in February 2012. The third floor is designed to accommodate academic program growth in Nursing and Pharmacy as well as Medicine.**

Library Services

The Shimberg Health Sciences Library has engaged consultants to review the services, staffing, and physical space. In conjunction with the consultant review, the library staff is currently engaged in strategic planning to review and align the library's mission with USF Health's while creating the "Library of the Future". In March 2012, approximately 4,000 linear square feet of shelved library journals were identified as accessible via the library's digital access subscriptions and relocated to temporary offsite storage. The journals will eventually be moved to a permanent central storage facility in its planning stages and will house materials from the State University Libraries to serve as a repository. This move was made to clear physical space for the College of Pharmacy's Mock Skills Lab to be constructed in late 2012. Further collection review will be undertaken in 2012/2013 to determine which library materials can be removed to open space for support of other functions.

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University of West Florida Efficiencies Update August 2012

UWF continues to enact operating efficiencies as outlined in the August 2011 report, which included strategies such as consolidation of operations, streamlining and automating business process, strategic sourcing, and collaboration. The following is representative of UWF efforts that have been implemented during 2011-12:

Consolidation of operations: 1) A merger and co-location of the offices of Procurement & Contracts with Financial Services offered opportunities to share, space, support staff, and better coordinate processes. 2) The office of ADA Compliance was consolidated into the office of Human Resources to achieve similar efficiencies. 3) West Florida Historic Preservation, Inc. (WFHPI) transferred to Administrative Services to create synergies and efficiencies. 4) The Development and Alumni Relations units reorganized their structure to enhance processes and jointly focus efforts on engagement, affinity, and giving. 5) The University Communications & External Relations (UCER) department was reorganized under the Marketing & Creative Services (M&CS) department. The Public Relations unit, now carries out the functions formerly performed by UCER, within M&CS in order to gain efficiencies in the production of integrated marketing communications materials and projects that will strategically benefit both internal and external stakeholders.

Streamlining and automating business processes: 1) UWF Postal Services saved departments \$41,615 over First-Class costs using automated addressing and processing systems. 2) Procurement and Contracts documented approximately \$270,000 in cost savings utilizing PCard and Owner Direct Purchase processes. 3) Financial Services achieved savings of \$527,230 via implementation of a FICA Alternative Plan. 4) Business and Auxiliary Services implemented several new online processes improving workflow and client service efficiency. 5) UWF Information Technology Services deployed a new central authentication service (CAS) as key infrastructure for managing authorizations for internal and external UWF information systems. 6) Internal Audit and Management Consulting implemented new software packages which enabled a 21% increase in productivity over last year for three functions: audit, investigation, and MAS (management advisory services--consulting). 7) Advancement Services and UWF Foundation transitioned to new legacy and financial software and reporting systems which improve work-flow efficiency and enhance reporting capability.

Strategic sourcing: Student printing operations transitioned from Information Technology Services to Auxiliary Services by outsourcing to a private sector cloud-based printing solution, allowing ITS staff to develop in-house expertise in areas more essential to university operations.

Collaboration: UWF continues to seek out and obtain efficiencies through inter-institutional consortia and partnerships. 1) The Haas Center became self-supporting via grants this year, and also had a reduction in staff. 2) In addition, the university established UWF Business Enterprises, Inc. (BEI), a non-profit direct support organization. BEI will build and manage public-private partnerships, create new services and businesses to support the campus community, and enhance current auxiliaries and businesses to increase alternate sources of revenue for UWF.

BEI 2011-12 accomplishments include:

- Renegotiated the UWF food services vendor contract, which resulted in a new outdoor restaurant for east campus, plans for two new restaurants to open Fall 2012, and increased revenue.
- Successfully negotiated the purchase of Scenic Hills Golf and Country Club to benefit academics by expanding the hospitality and resort management program and creating an alternate revenue stream for UWF.
- Negotiated an agreement with a private developer to build student housing on property adjacent to campus, expanding capacity, and saving construction costs.
- Negotiated an agreement with a closed circuit television company to provide communication services on the UWF campus at no cost to the university.

Efficiencies Related to Academics:

Low Enrolled Programs and Specializations: The Division of Academic Affairs regularly deletes low enrolled programs and specializations. Recently, a total of 9 programs and 63 specializations have been deleted. As a result, the University is able to focus its efforts and limited resources on high demand programs.

Staff Deployment: Where possible, staff is cross-trained to enable adjustments to staff assignments as needed during the year to accomplish projects and meet deadlines. As a result, the University can limit the numbers of part time or temporary employees that need to be hired to fill gaps during high peak work times thereby reducing payroll cost. Having employees already trained also increases productivity.

- Staffs with similar content processing functions are organized so as to share expertise and responsibilities to meet increasing workload demands without needing an increase in staffing levels.
- Realigned the hours of the libraries' student assistants so that the Library could remain open longer without increasing payroll cost.

Electronic and Print Serial Titles: UWF Libraries reviewed all electronic and print serial titles, which resulted in eliminating duplicate formats and a savings of \$151,600. Funds were then reallocated to acquire online access to more than a dozen new full text databases of more than 5,000 new journal titles aligned with the curriculum.

Academic Affairs Technology Enhancements:

- UWF Libraries replaced the paper-based library laptop checkout system with an electronic form installed on an iPad, saving reams of paper each semester.
- Academic Affairs e-mailed Dean's List letters electronically, sending to student e-mail accounts instead of through the U.S. Mail system.
- Early Warning Notifications were sent electronically to advisees of the Advising Center/Athletics Department. These initiatives resulted in savings on stationery, envelopes, and postage as well as staff time.
- Created a "Combined Activity and Effort Reporting System" that has eliminated the previous paper based Faculty Activity Reporting system and the federally required Personnel Activity Reporting System. Both of these paper based processes have been automated and combined resulting in enhanced compliance and reporting and significantly reducing staff time and cost.



State University System Reductions

In preparation for the 2013-2014 LBR submission to the Governor's office, all state agencies were asked to identify the programs and/or services that would be eliminated or reduced if a 5% reduction is made by the legislature for FY 2013-2014. For the State University System, reduction amounts for each university were calculated based on their 2012-2013 recurring general revenue and lottery funds.

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

- Reduction of current and vacant positions; consolidation and/or elimination of academic and administrative units, degree programs, and class offerings.
- Increase in faculty workload resulting in a decrease in time available for non-instructional activities such as research, curriculum development, design, and evaluation.
- Larger class sizes resulting in less opportunity for students and faculty interactions.
- Inability to recruit and retain qualified faculty having a negative impact on student learning outcomes.
- Reductions and delays in upgrading information technology infrastructure.
- Reduced funding for graduate assistantship positions and other applied learning opportunities for students.

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**Florida A&M University
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$3,029,223
Reduction Amount Lottery:	\$ 495,898
Reduction Total:	\$3,525,121

Although this is only a planning exercise, Florida A&M University (FAMU) hopes that it will not be necessary to further reduce the State University System's (SUS) budget. The past five (5) years of reductions have severely hampered our ability to provide the services that are necessary for any well-run university. FAMU looked at the academic structure, academic programs and administrative operations across the University as a part of our restructuring program in anticipation of reductions in prior years.

In order to reach the potential 5% reduction, FAMU will need to consider the following:

- Layoff of about 35-40 employees
 - A reduction of this size will impact both current and vacant positions
 - Salary freeze and/or salary reduction on all employees
 - Further mergers/consolidation of academic and administrative units
 - Continue to eliminate non-essential temporary positions

This reduction would lead to job losses and severe understaffing in the operating units leading to increased reductions in services and productivity.

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**Florida Atlantic University
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$5,043,705
Reduction Amount Lottery:	\$ 694,847
Reduction Total:	\$5,738,552

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

The 5 percent reduction plan includes the College of Medicine and student financial assistance.

Potential Impact Across the University

A reduction the size of \$5.7 million would result in the elimination of nearly 75 positions at FAU. Service levels will deteriorate significantly with fewer employees to service students. Student advisors and support personnel will be stretched to accommodate the current level of enrollment, potentially impacting graduation rates and success of retention.

Increase the use of instructors to teach courses that are taught by tenure track faculty - replaced through attrition. Quality of education could be impacted.

We will undergo a hiring moratorium in all areas, including faculty hiring.

We will institute a purchasing freeze.

We will reduce full-time employees to part-time status, impacting service delivery to students and faculty.

Continue to evaluate Branch Campus operations.

We will continue to identify merging units that assure the least amount of functional damage to the program.

We will continue to outsource activities to realize on-going savings.

Methodology for Calculations

Approximately 75% of FAU's budget is linked directly to teaching, community service, research and student support services.

Since 2007-08, the university has experienced significant base reductions in general revenue and lottery funding from the State of Florida. An additional \$5,738,552 in base reductions will continue to erode the the quality of education for our students, will affect our ability to retain faculty, to fund basic student services, keep and maintain facilities, respond to federal and state regulatory issues, and meet the goals and objectives of our strategic plan.

Statutory Changes - N/A

Other State Entities Impacted - N/A



**Florida Gulf Coast University
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$1,826,491
Reduction Amount Lottery:	\$240,461
Reduction Total:	\$2,066,952

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

Florida Gulf Coast University (FGCU) made a number of adjustments to operations in response to its portion of the three hundred million non-recurring budget reductions sustained by the State University System. If a 5% base budget reduction was imposed, a number of actions would become permanent.

FGCU has cancelled or otherwise frozen a number of positions across the campus. This includes eleven faculty lines from a variety of the colleges on campus, as well as four positions, three in administration (including a senior level position) and one in student affairs. Additionally, a number of current vacant lines had job descriptions re-worked, lowering the expected level of salary at hire.

In addition to the reduction in full-time personnel, part-time staffing has been reduced, with a corresponding impact to services. Numerous items such as travel, marketing, and contractual services have all been curtailed. These decisions will impact services to students, outreach to potential students, and visibility of the institution as a whole.

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State University System 5 Percent Reduction Plan Fiscal Year 2013-14

University:	Florida International University*
General Revenue:	\$7,274,155
Lottery:	\$1,025,113

**Includes FIU – College of Medicine and
FIU – Student Financial Assistance*

Potential Impact

A 5 percent budget cut will impact the university as follows

- With our current depleted reserves, to offset this reduction we would be forced to eliminate approximately 70 administrative, faculty, and staff positions
- Services and programs offered to students would be directly impacted in the amount of classes offered, advisors available and support services
- We will be unable to enroll approximately 1,200 students annually
- The university will be required to develop plans to eliminate educational programs and support areas

Methodology for reduction

- In fiscal year 2007-08 academic and administrative units at FIU developed a long-term budget reduction plan.
 - All academic and operational areas of the university have been reviewed to make targeted cuts that would inflict the least long-term damage to the university.
 - As a result of this analysis, the university closed 37 degree programs and 16 centers and institutes
 - The university restructured the curriculum in educational units, consolidated departments, and lowered operational

costs to just the minimum needed to maintain an acceptable level of services.

- The university renegotiated contract for services and redefined business models to lower costs of services.
- The university implemented initiatives to save energy and other costs by reducing the size of our fleet of vehicles, moving from liquid propane to natural gas, retrofitting lighting, and other efficiency measures.

An additional state appropriation reduction in Fiscal Year 2013-14 will mean that in addition to the budget reduction plans that have been implemented, the university will need to find a way to operate with \$8 million less and still fund basic student services, maintenance increases, additional compliance requirements, and contractual increases that are not being funded by the state.

Our obligation to students will continue to be our primary focus, but delivering on all commitments will certainly be more challenging with additional reductions. It will be difficult to shield students, staff and faculty from the negative impact of a 5% reduction due to the compounding effect of previous budget reductions.

In the event that the 5% reduction becomes a reality in Fiscal Year 2013-14, we will re-asses our long-term plan and, in collaboration with academic administration, faculty, staff, and students, will develop recommendations to our BOT for the elimination or reduction of a number of academic programs, centers, institutes, services, and support operations.



**Florida State University
5⁰% Reduction
2013-14 LBR**

Reduction Amount GR:	\$7,814,173
Reduction Amount Lottery:	\$1,320,798
Reduction Total:	\$9,134,971

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

The target Budget reduction is substantial, coming after several years of declining state revenues. If implemented, it will cut into the university's core mission to preserve, expand, and disseminate knowledge through instruction, research and public service. That mission is funded through 17 program components whose funds provide services ranging from enrollment to student services to library staffing. Significantly, state funds have traditionally been used to fund student access through enrollment program components. Increased numbers of students funded through enrollment program components, in turn, are provided services through funds allocated to the other program components. Due to previous budget reductions, a 5 percent reduction cannot be absorbed through efficiencies or trimming around the edges. FSU has been cut more than \$123 million (more than 25% of our general revenue) in budget reductions since 2007 alone on top of years of previous budget reductions. The university has by necessity become more efficient. Many campus services have been privatized. For example, the food service, vending, bookstore, elevator maintenance, chiller maintenance, collection services, bus service, e-mail, painting and printing have been privatized. An additional 5 percent reduction in state funds necessarily will require a reduction in planned enrollment program components if critical components of the university are to be sustained. Most of the remaining program components will be reduced as a result to the loss of funds to the instruction program component and the decline in students to be served. We have identified the planned instruction program component for reduction because taking the 5% reduction only in the remaining program components would disrupt university operations, often in unintended ways. Of course, the university will continue to review its operations to identify additional or

alternative efficiencies to allow for continued access. Many of these efficiencies are included in a separate submission of efficiencies provided to the Board of Governors. After a reduction of more than a quarter of state revenues, however, these efficiencies are less evident than they once were and are much more difficult to realize.

In order to accommodate a 5% reduction, a decline in 478 FTE students can be anticipated stemming from the decline in services provided with the funds available through the planned instruction program component. FSU continues to be the university of choice for many students; for Fall, 2011 admission, FSU received nearly 40,000 applications. Not only would prospective students and their parents be negatively affected by the reduced slots available for students, but there would also be a reduction in the number of full time faculty and staff (116 FTE). These savings represent a decrease of \$2,800,928 in general revenue for the instruction program. The loss of this number of students, if realized, will also result in a reduction of \$2 million in student fees in addition to general revenue. The student fee shortfall as well as a portion of the instructional reduction may be offset, in part, through an overall increase to tuition and fees. It should be noted that some instructional losses may have to be offset for two years using university balances in order to comply with accreditation standards for the “teach out” of students in the midst of pursuing degrees.

Based on the reduction target assigned by the Governor’s Office, a reduction of \$2,029,520 remains to be prioritized among the remaining program components. Most will come from program components providing other academic services and a range of enrollment related activities. FSU has developed reductions for 13 program components. The reductions are as follows:

Program Component: Academic Administration

Administrative, management and support services crucial to delivery of instruction in academic majors and other academic programs will be reduced by \$1,631,850, resulting in slower service and less assistance to students in completing their degree requirements, which could interfere with timely degree completion.

Program Component: Student Services

Services and programs which enhance the educational environment of the campus will be reduced \$455,021. These reductions will impact the availability of counseling and health services, student activities, Center for Academic Retention and Enhancement (CARE) and orientation programs. There will also be a reduction to services that provide financial aid evaluation and programs to assure prompt and orderly admission of applicants as well as a reduction in

service to the area that provides administration services and initiates, maintains and preserves the official academic record of each student.

Program Component: University Support

The non-instructional support area will be reduced \$890,390. These units include all components of university administration and will result in slower processing of invoices, delay in getting bids to potential vendors, delays in processing vacancies for employee applicants, and slower response times for assistance.

Program Component: Plant Maintenance

The plant operations and maintenance will be reduced \$1,394,332. Preventative maintenance efforts will be performed on a less than optimal schedule and slower response time will result for routine repairs and maintenance.

Program Component: Public Service

The activities associated with the professional and/or discipline related services, other than instruction, that are beneficial to groups or individuals in the community will be reduced \$55,533.

Program Component: Academic Advising

Formal counseling to students on academic course or program selection, scheduling, and career counseling will be reduced \$258,574. The University has invested heavily in academic advising, academic mapping, and tutoring to help increase graduation and retention rates. These efforts appear to be paying off. For several years, we were unable to break 90%. With these new efforts our retention rate for 2009 was 91.8%.

Program Component: Libraries/Audio Visual

Funding associated with the acquisition, organization, maintenance and control of library materials will be reduced \$612,409.

Program Component: Radio and TV

Funding associated with activities related to the operation and maintenance of broadcasting services primarily dedicated to educational, cultural and public service programs will be reduced \$43,335.

Program Component: Museums and Galleries

The Ringling Museum activities related to the collection, preservation, and exhibition of historical materials, art objects, scientific displays and other objects under study at the Museum will be reduced \$67,920.

Program Component: Research (includes Type 1 Institutes and Centers

The research component will be reduced \$648,561. These funds support all ongoing research activities and will result in fewer resources being available to explore new research ideas. These funds support faculty while writing grant proposals.

Program Component: Financial Assistance

Funding that supports need and merit based student grants, scholarships, and loans will be reduced \$276,118. This will reduce access and make it more difficult to attract high achieving and talented students.



**State University System
5 Percent Reduction Plan
Fiscal Year 2013-14**

University:	Florida State University College of Medicine
General Revenue Reduction:	(\$ 1,628,643)
Lottery Reduction	(\$ 30,256)

2013-14 Five Percent (5%) Current Year Reductions

Florida State University's College of Medicine was charged by the Legislature to educate and develop exemplary physicians who are especially responsive to the needs of the elder, rural, minority and underserved populations. Resources were provided in the 2013 GAA to accommodate 480 students and actual enrollment is aligned with this target.

Since 2008, The FSU College of Medicine has absorbed budget reductions of more than \$8 million during the critical "ramping up" phase of our development. In response to these cuts, the College has greatly slowed its hiring of faculty and staff and continually looks for ways to streamline programs and gain efficiencies.

FSU College of Medicine developed a reduction plan by program area as follows:

Program Component: Academic Administration

Administrative, management and support services will be reduced by \$577,060 in general revenue and by \$10,724 in educational enhancement funds. This reduction will result in slower and less assistance related to the administrative support required in the delivery of academic programs.

Program Component: **Academic Advising**

Formal counseling to students on academic course or program selection will be reduced by \$124,842 in general revenue and \$2,319 in educational enhancement.

Program Component: **Research**

The research component will be reduced by \$666,899 in general revenue and \$12,389 in educational enhancement. These funds support all ongoing research activities and will result in fewer resources being available to explore new research ideas and less student exposure to research activities.

Program Component: **Library Resources and Staffing**

Library resources will be reduced by \$94,188 in general revenue and by \$1,750 in educational enhancement, while library staffing will be reduced by \$33,740 in general revenue and \$623 in educational enhancement.

Program Component: **Public Service**

The activities associated with the professional and/or discipline related services (other than instruction) that are beneficial to groups or individuals in the community will be reduced by \$127,904 in general revenue and \$2,376 in educational enhancement.

Program Component: **University Support**

The non-instructional support area will be reduced by \$4,010 in general revenue and \$75 in education enhancement. These reductions will result in slower processing of financial transactions and slower response time for assistance.

FSU College of Medicine Reduction Priorities:

Do not adversely affect enrollment.

Maintain sufficient faculty to ensure timely completion of the medical degree.

Exempt key infrastructure and operational services.

Fund shift E&G costs to alternate funding sources where possible.

Eliminate expenses where possible retaining expense funds for on-going operations.

Provide all units undergoing reduction an opportunity to justify current expenditures.

Consolidate services where service quality does not suffer.

Assign lower funding priority to entities not providing direct services to students.

Preserve where possible programs disproportionately contributing to the mission and operation of the College.

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New College of Florida 5% Reduction 2013-14 LBR

Reduction Amount GR:	\$651,477
Reduction Amount Lottery:	\$ 36,914
Reduction Total:	\$688,391

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

Given the College's small size, it is more dependent on state funding than any other SUS institution. Therefore, any percent decrease in State appropriations to the SUS budget disproportionately impacts the College. For example, with regard to this planning exercise, a 5% reduction in recurring FY 2012-13 general revenue and lottery appropriations equates to 2.2% decrease in the SUS average institutional (excluding med schools & IFAS) E&G budget (general revenue + lottery + tuition) but a 3.4% decrease in New College's E&G budget. This additional 1.2% reduction equates to more than \$240,000 in additional base reductions to New College over and above the SUS average.

Actions to absorb the previous recurring budget reductions in past years leave very limited options for the College to consider should an additional 5% (\$688,391) reduction need to be implemented effective FY 2013-14. College-wide budget reduction planning efforts, informed by work of the College's budget review committee, ad hoc faculty budget committee and executive review, have sought to minimize the damage to the core academic program. Efforts will continue to focus on reducing non salary operating expenses. However, given that 74% of E&G costs are related to salary and benefits and in consideration of already insufficient staffing for critical support functions and minimum faculty staffing required for accreditation regarding the range of academic offerings, future reductions approaching 5% may require salary reductions impacting all pay plans.

Action Plan

After making all possible reductions in non salary operating expenses, keeping non critical positions vacated through normal attrition unfilled, increasing revenues, where possible, and deploying cash reserves, the College would

implement a graduated furlough plan, with higher paid positions being assigned more furlough days and lower paid positions fewer or none. Furloughs are preferred to permanent salary reductions, at least for the short term, because this would allow time for the College to assess its economic outlook in relation to the State's, both for the immediate future as well as long term, while retaining its bare bones workforce. The down side is that while the basic workforce would remain intact to deliver services, the College's most accomplished faculty and staff may begin to look for other employment opportunities.

Such a reduction would cause significant harm to the core tenets of the College's highly successful and nationally recognized/ranked academic program. Students would have fewer opportunities for tutorials and collaborative research with faculty. Classes would be larger. Some areas of concentration would have to limit enrollment. Support services, which are already underfunded and understaffed, would have to reduce hours of operation.

Hopefully, the furloughs would buy time for Florida's economy to rebound sufficiently such that the furloughs could be reduced or eliminated. If the recovery takes longer, the furloughs may have to be converted to permanent salary reductions. It is recognized that these proposed salary actions will have to be negotiated with the College's three bargaining units, but each understands the magnitude of the State's and College's budget challenges and has expressed support for use of furloughs in lieu of layoffs or permanent salary reductions, at least for the short term.

In closing, it is important to note that this exercise does not take into account the \$300 million non recurring reduction the SUS sustained in FY 2012-13. New College's share of that reduction totaled \$1,548,051. If these funds are not restored in FY 2013-14, the resulting budget shortfall, without considering this additional 5% reduction, would be devastating to the College, requiring significant salary reductions impacting all pay plans and multiplying the harm to the core tenets of the College's academic program noted above.



**University of Central Florida (UCF)
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$6,971,756
Reduction Amount Lottery:	\$1,203,849
Reduction Total:	\$8,175,605

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

A 5% reduction in state funding equals approximately \$8.175 million for the University of Central Florida. Assuming the 2012-13 reduction is non-recurring, this would bring our total budget reduction since July 1, 2007 to just over \$102 million.

To date, UCF has addressed its budget reductions using funds saved through faculty and staff attrition, cuts in operational spending for discretionary areas such as travel, deferral of operating expenditures such as equipment purchases and maintenance, and limited program closures. In addition, we have strategically built one-time reserve funds that we are using to compensate temporarily for prior reductions.

It is imperative to note that while these non-recurring reserves were prudently set aside to offset a modest reduction and address other unforeseen contingencies, the magnitude of the 2012-13 reduction is resulting in the elimination of all undesignated non-recurring reserves from the university's fund balance. According to our 2009-10 Board of Trustees approved plan, these strategically built operating funds were accumulated to temporarily replace lost revenues from cumulative state budget cuts for several more years until recurring revenues from restructuring and other cost-saving strategies and projected tuition revenues negate the need to regularly draw upon such reserves. The \$52 million non-recurring reduction for 2012-13 accelerates the use of these reserves to timeframes much earlier than planned.

New funds from tuition increases allowed through the statutes, legislature, and Board of Governors for the past several years coupled with savings from university-instituted efficiencies and restructuring have offset a portion of the cumulative budget reductions. However, these funds are not sufficient to sustain healthy recurring operations in the long term or support the university's ability to continue to provide high-quality access to undergraduate degrees for Florida residents—particularly for the university's transfer students. Since these students enter UCF at the upper level, the program affords students a smaller average class size than for FTIC students—and correspondingly, a greater proportion of instruction by tenured or tenure-track faculty

members and higher relative costs to the university. In order to improve our student-to-faculty ratio and retention and graduation rates, all of our very limited available resources must be used to support new faculty hires.

Accordingly, an additional 5% cut would require more drastic measures than those taken to date, since it would be more than remaining, undesignated one-time reserves could cover—even on a short-term basis. While conceivably other remaining cost-saving strategies could be implemented, beyond the extensive budget-saving measures already taken—such as furloughs and deferral of equipment purchases, maintenance and other administrative expenditures—they simply would not be sufficient to continue to provide the same high quality education to our students.

In short, a 5% reduction in 2013-14 would require elimination of approximately four academic programs at an average cost of \$2 million each—an action roughly equivalent to the elimination of a school or small college—and would require significant layoffs. An estimated 88 positions would be eliminated, including up to 54 faculty and 20 staff positions directly supporting academic programs, plus an additional 14 staff positions in administrative support areas. The number of graduate, post-doctoral and research associates would also be reduced, negatively affecting the level of research activity at the university. This would likely lead to a reduction in funding from both industry and federal agencies to support research.

Such further losses would unavoidably impact student access to programs and/or time-to-degree, and would hinder the university's ability to meet both community and statewide professional and workforce needs. Students negatively affected are estimated to number up to 1,400 FTE.



**University of Central Florida
College of Medicine
5 Percent Reduction Plan
2013-14 LBR**

Reduction Amount GR:	\$1,148,169
Reduction Amount Lottery:	\$0
Reduction Total:	\$1,148,169

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

The UCF College of Medicine formally admitted its fourth class on August 6, 2012 and is actively educating 279 exceptionally qualified students. The college received provisional accreditation from the Liaison Committee on Medical Education (LCME) on June 20, 2011, which is the second critical step toward achieving full accreditation. According to the LCME Standards, the college must demonstrate sufficient educational resources which include diverse sources of operating funds, sufficient numbers of faculty and staff, and adequate education resources to meet program needs. The letter from LCME that conferred provisional accreditation noted the following:

“The LCME noted the following areas in transition whose outcome could affect the school’s ongoing compliance with accreditation standards”...“At this time, the college of medicine is adequately funded to support the educational needs of the current classes, and projected revenues should support the planned increases in class size and faculty numbers. The availability of these projected revenues, the class size increases, the hiring of sufficient faculty, and progress of the development of the practice plan should be followed carefully over the next five years.”

According to LCME policy, any significant change in resources must be reported through a substantive change notice and could result in additional scrutiny

A 5% budget reduction would total \$1,148,169 and would be considered a substantive change and therefore require notice to the LCME just prior to its decision to grant full accreditation in February 2013. The reduction would be more than the \$774,416 increment of planned start-up funding for 2013-14 included in the BOG-approved 10-

year budget for the implementation of the M.D. Program. This 5% reduction coupled with the unfunded \$774,416 planned increment is the equivalent of seven full-time clinical and basic science faculty positions currently under recruitment or the equivalent of a 21.8% reduction in operating expenses (non-salary expenses). The faculty positions are part of the staffing plan to support the academic program and without them the college would have gaps in its ability to deliver the curriculum. The operating expenses are an essential component to support the education materials, software, technology, and information resources of the M.D. degree program.

A budget reduction at this critical juncture in the implementation of the M.D. degree program would likely put attaining full accreditation at risk. The college does not have other resources to bridge the gap or other potential options that some colleges may use to sustain budget reductions, for example eliminating programs or sections or increasing class sizes to generate additional tuition. The college would have to rely on the University to provide funds to cover a 5% budget reduction in addition to the planned start-up funding of \$774,416. In addition, a letter from the university to the LCME pledging its funding commitment to ensure the financial stability of the M.D. Program would be required as a part of the substantive change notice.

Given that the program is still actively recruiting the faculty and acquiring the educational resources needed for full implementation, the college is unable to sustain any budget reduction. Reduced state funding for the college would jeopardize the accreditation of the M.D. degree program, which would prevent the currently enrolled fourth-year students from being eligible to enter residency programs when they receive their M. D. degrees in May, 2013. Additionally, the lack of full accreditation could adversely affect the progress of Medical City development and diminish the \$7.6 billion in additional annual economic activity projected by 2017.



**University of Florida - Main Campus
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$10,277,719
Reduction Amount Lottery:	\$11,853,545
Reduction Total:	\$22,131,264

The University of Florida will present their 2013-2014 budget reduction proposal after the September 20-21, 2012 University of Florida Board of Trustees meeting.



**University of Florida - IFAS
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$6,117,084
Reduction Amount Lottery:	\$6,743,778
Reduction Total:	\$12,860,862

The University of Florida will present their 2013-2014 budget reduction proposal after the September 20-21, 2012 University of Florida Board of Trustees meeting.



**University of Florida - HSC
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$4,361,361
Reduction Amount Lottery:	\$4,651,182
Reduction Total:	\$9,012,543

The University of Florida will present their 2013-2014 budget reduction proposal after the September 20-21, 2012 University of Florida Board of Trustees meeting.

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**University of North Florida
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$2,837,044
Reduction Amount Lottery:	\$427,347
Reduction Total:	\$3,264,391

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

Of the E&G budget, 81.2% is salaries and benefits, 4.3% is utilities, and other operating expenses constitute the remaining 14.5%. This means that the only way to get to a 5% reduction in the University budget is to cut personnel.

The University would be forced to lay off 35 faculty members, at an average salary and benefits cost of \$85,000 for a total amount of \$2,975,000. This layoff would hamper growth in academic programs and research. The University would also have to reduce enrollment to maintain faculty-to-student ratios, reducing the number of available courses.

With a decrease in enrollment, we would then look to proportionally reduce the workforce in the administrative and support areas by eliminating advisors, financial aid and other support positions.

The remaining amount needed to reach the 5% goal would be a reduction of startup funds for faculty, enhancements to technology, library resources and other operating expenses.

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**University of South Florida System
5% Reduction
2013-14 LBR**

Reduction Amount GR:	(\$10,354,023)
Reduction Amount Lottery:	(\$ 1,734,282)
Reduction Total:	(\$12,088,305)

	General Revenue	Lottery	Total
USF Tampa	(\$6,559,156)	(\$1,167,694)	(\$7,726,850)
USF St. Petersburg	(\$ 741,337)	(\$ 54,189)	(\$ 795,526)
USF Sarasota-Manatee	(\$ 359,159)	(\$ 44,915)	(\$ 404,074)
USF Health	(\$2,694,371)	(\$ 467,484)	(\$3,161,855)

If additional reductions were made by the Legislature, the University of South Florida System reduction plan would include the following:

Instruction

- Program reductions and closures
- Reduce enrollment plans
- Increase student to faculty ratio
- Eliminate instructional FTEs
- Reduce course offerings, class sections and summer school offerings which may result in an increased time to degree and delay graduation for students
- Increase in faculty workload resulting in a decrease in time available to faculty for non-classroom instructional activities such as research, curriculum development, design, and evaluation

Academic Support

- Reduce academic support by reducing tutoring and advising. A reduction in academic support will result in fewer resources supporting the instructional process such as advising, personnel support, classroom supplies and materials, and instructional equipment.

University Support

- Eliminate FTEs which will result in significant reductions in service levels. This would also impact the timing of responding to internal and external data requests, cause significant transaction processing delays (student financial transactions, vendor payments, etc.), and loss of expertise to provide needed oversight and compliance.
- This reduction could cause delays in the maintenance and upkeep of computer and other technology systems which would contribute to outages and loss of service.
- Eliminate departments and services; reduce business systems support; eliminate training programs for faculty and staff; reduce equipment purchases, travel, and other office expenses.

Research

- Decrease general staff that provides research support
- Decrease laboratory technicians, post docs and graduate students for research support; decrease operating expenditures in support of research
- Reduction of research initiatives

Student Services

- Reduce staff supporting services for both undergraduate and graduate students. This includes services such as counseling, financial aid, admissions.
- Curtail evening advising appointments, significant delays in processing freshmen and sophomore applications; curtail student recruitment efforts.

PO&M

- Eliminate FTEs which will result in elimination or reduction of services and service levels (delays in minor and major construction projects, maintenance service requests, etc.; reduced custodial services, grounds upkeep, lab review, etc.); increased deferred maintenance which may render some space unusable; limited ability to implement program improvements.
- Reduce support and general maintenance for classrooms/ building and facility services.

Library Resources

- Cancel Scientific Research Publications and other scientific journals which will seriously impede the faculty and research staff's ability to successfully compete for nationally recognized, prestigious research grants and to conduct ongoing research projects
- Reduce library services and library hours



**State University System
5 Percent Reduction Plan
Fiscal Year 2013-14**

University:	University of West Florida
General Revenue Reduction:	\$1,710,064
Lottery Reduction	\$272,080

Mission Threatening Reductions:

Additional reductions will have a significant negative impact on the ability of the University of West Florida to fulfill its basic mission and the successful retention and graduation of our students. We emphasize that the following estimates are preliminary and are based on various projections. Furthermore, this plan assumes restoration of the 2012-2013 non-recurring reduction in state support. If actual reductions are required, the University of West Florida may modify this plan.

Functional Areas Targeted and Priorities:

Priority Number One - Reduced institutional support including information technology support and infrastructure, and facilities; \$1,075,031

- (1) How the reduction will impact clients, agency operations, or other program areas:
 - Fewer staff to respond to the ever increasing needs and requirements of the student body and academic departments.
 - Reduced support for Crime Prevention Programs and other important security awareness initiatives for students.
 - Potential for limited hours of access to vital support services
 - Further increase to the level of deferred maintenance already impacted by lack of PECO funding.
 - Reduced support for process redesign initiatives that promote efficiency and effectiveness.
 - Reductions and delays in upgrading information technology infrastructure.
- (2) Justification for assigning relative priority for reduction:

- Based the priority on the degree to which student learning and engagement could be negatively impacted.
- (3) What calculation methodology was used for reduction issues:
- Historical cost.
- (4) Whether a statutory change is required to implement:
- No.
- (5) An explanation of distribution methodologies used to distribute the reduction to other entities:
- NA

Priority Number Two – Reduced support for educational outreach, public service, regional economic development, research activities, and student support services; \$431,859

- (1) How the reduction will impact clients, agency operations, or other program areas:
- Reduced advising services both face-to-face and via distance learning.
 - Reduced funding for student employment opportunities.
 - Delays in graduates moving to the workforce and potentially slowing the state and region’s economic recovery.
 - Diminished opportunities to support economic growth in key areas by reduced support for workforce development and continuing education.
 - Reduced opportunities to engage in community and regional partnerships, including those with the military that drive economic growth in the region.
 - Reduced funding for graduate assistantship positions and other applied learning opportunities for students.
 - Inability to respond to new initiative opportunities to support regional employer needs and growth in key areas.
 - Inability of centers and institutes to effectively compete for external funding.
 - Reduced funding for programs that support and enhance campus diversity.
 - Elimination of student support important to creating interactive and effective distance learning experiences.
- (2) Justification for assigning relative priority for reduction:
- Based the priority on the degree to which student learning and engagement could be negatively impacted.
- (3) What calculation methodology was used for reduction issues:
- Historical cost.
- (4) Whether a statutory change is required to implement:

- No.
- (5) An explanation of distribution methodologies used to distribute the reduction to other entities:
- NA

Priority Number Three – Reduced support for academic programs including a reduction in the numbers of full-time faculty and adjunct instructors; \$475,254

- (1) How the reduction will impact clients, agency operations, or other program areas:
- Reduced student retention and graduation rates.
 - Fewer course offerings resulting in delayed student graduation.
 - Inability to recruit and retain qualified faculty having a negative impact on student learning outcomes.
 - Larger class sizes resulting in less opportunity for student and faculty interactions.
 - Reductions and delays in replacing computer lab equipment and upgrading classroom technology.
 - Reduced access to programs, courses, and services delivered at all campuses including the Emerald Coast campuses.
 - Increased student-to-faculty ratios.
 - Increased probability of courses being taught by adjuncts because of reduced numbers of full-time faculty.
 - Reduced ability to maintain services at current levels at the Emerald Coast
- (2) Justification for assigning relative priority for reduction:
- Based the priority on the degree to which student learning and engagement could be negatively impacted.
- (3) What calculation methodology was used for reduction issues:
- Historical cost.
- (4) Whether a statutory change is required to implement:
- No.
- (5) An explanation of distribution methodologies used to distribute the reduction to other entities:
- NA

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**Moffitt Cancer Center
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$528,847
Reduction Amount Lottery:	\$0
Reduction Total:	\$528,847

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

-A reduction of 5% would jeopardize funding for approximately 31 Post-Doctoral Researcher & Clinical Residency students. These students are paid a salary and receive benefits while they are training at Moffitt. Moffitt is not paid any tuition for these students.

-By 2020, the United States will have half of the needed oncologists. It has been proven that 65% of residents stay and work within in the state they train. Unfortunately, Florida has the highest rate of cancer incidence in the nation; it is vital that we maintain our oncology residents in order to combat Florida's burden of cancer.



**Florida Institute for Human and Machine Cognition, Inc.
5% Reduction
2013-14 LBR**

Reduction Amount GR:	\$135,309
Reduction Amount Lottery:	\$0
Reduction Total:	\$135,309

If a 5% budget reduction becomes necessary, IHMC will absorb this through personnel reductions and/or personnel salary reductions.



Florida Board of Governors General Office 2013-2014 Legislative Budget Request

Continued funding of \$6 million is needed to support the 52 authorized positions and associated operating expense for the Board Office. The operating expense covers the costs associated with data collection and management, Board meeting expenses, travel expenses, and basic office supplies.

2013-2014 Legislative Budget Request		
		<u>Total</u>
1	2012-13 Total Budget (52 Positions plus operating expenses)	\$6,320,950
2	Less Non-recurring Budget (Online University Study)	(\$300,000)
3	2012-13 Total Recurring Budget	\$6,020,950
4		
5	<u>2013-14 New Issues:</u>	
6	No additional funding requested	
7		
8	Sub-total New Issues	\$0
9	Total	\$6,020,950
10		
11	Increase over the Total Budget	\$0
12	% Increase over the Total Budget	0%

**Florida Board of Governors General Office
5 Percent Reduction Plan
Fiscal Year 2013-14**

The General Office budget of \$6 million is predominately salaries and benefits (82%) to support 52 authorized positions. The remaining 18 percent of the budget provides support for office activities (such as; facility rent payments, data collection/support, travel for staff, travel for board members and Higher Education Coordinating Committee co-chairs, office supplies).

A 5 percent budget reduction would total approximately \$301,000. Strategic decisions would need to be made on which areas of the budget to be reduced. There are insufficient operating expenses to absorb the full 5 percent reduction, thus some of the reduction would result in the elimination of positions. A 5 percent reduction to salaries and benefits is \$240,000 and would result in approximately two to four positions being eliminated.



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA

Cohen Center Ballroom
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
September 13, 2012
Upon Adjournment of Previous Meetings

1. **Call to Order and Chair's Report:** *Chair Dean Colson* 325
2. **Approval of Meeting Minutes:** 327
 - A. Board of Governors, **June 8, 2012**
 - B. Board of Governors, **June 21, 2012**
 - C. Board of Governors, **July 12, 2012**
3. **Chancellor's Report:** *Chancellor Frank T. Brogan* 359
4. **Blue Ribbon Task Force on State Higher Education Report:** *Dr. Dale A. Brill, Chair* 361
5. **Confirmation, Interim President, FAMU** 363
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7.	Discussion, Process for Board to Appear as Amicus in Litigation Relating to Postsecondary Legal Issues: <i>Vikki Shirley, General Counsel</i>	397
8.	Strategic Planning Committee Report: <i>Governor Joseph Caruncho</i>	399
	A. 2012-13 University Work Plan Follow-Up	
9.	Academic and Student Affairs Committee Report: <i>Governor Norman Tripp</i>	405
	A. Public Notice of Proposed New Regulation 6.013 Military Veterans and Active Duty	
	B. Public Notice of Intent to Amend Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree Seeking Freshmen	
	C. Public Notice of Proposed New Regulation 6.008 Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities	
	D. Proposal to Approve New Education Site, Jewish Museum, Florida International University	
10.	Facilities Committee Report: <i>Governor Dick Beard</i>	413
	Action:	
	A. Review and Approve the 2013-14 SUS Fixed Capital Outlay Legislative Budget Request	
	B. Florida Gulf Coast University Academic Building 5 Naming	
	C. Debt Approval	
	i. A Resolution of the Board of Governors Authorizing the Issuance Of Debt by the Florida Gulf Coast University Financing Corporation to Finance the Construction of a Student Residence Facility on the Ft. Myers Campus of Florida Gulf Coast University	
11.	Budget and Finance Committee Report: <i>Governor Tico Perez</i>	419
	Action:	
	A. Board Regulations	
	i. Public Notice of Intent to Amend Regulation 7.003 - Fees, Fines & Penalties	
	ii. Public Notice of Intent to Repeal Regulation 7.015 - Florida National Guard Education Assistance Program	
	iii. Public Notice of Intent to Amend Regulation 7.008 Waiver of Tuition and Fees	

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- B. [State University Optional Retirement Program](#)
 - C. 2012-13 Operating Budgets
 - i. [State University System](#)
 - ii. [Board General Office](#)
 - D. [2013-14 Legislative Budget Requests](#)
 - i. State University System
 - ii. Board General Office
-
- 12. **Trustee Nominating and Development Committee Report:**
Governor Mori Hosseini

 - 13. **Select Committee on Florida Polytechnic Report:**
Governor Mori Hosseini

 - 14. **Audit and Compliance Committee Report:**
Governor Ava Parker

 - 15. **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
September 13, 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
September 13, 2012**

SUBJECT: Approval of Minutes of Meetings held June 8, 2012; June 21, 2012; and July 12, 2012

PROPOSED BOARD ACTION

Approval of Minutes of the meeting held on June 8, 2012, via telephone conference call; Minutes of the meeting held on June 21, 2012, at the University of Central Florida, Orlando; and Minutes of the meeting held on July 12, 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 June 8, 2012, via telephone conference call; Minutes of the meeting held on June 21, 2012, at the University of Central Florida, Orlando; and Minutes of the meeting held on July 12, 2012, via telephone conference call.

Supporting Documentation Included: Minutes: June 8, 2012; June 21, 2012; July 12, 2012

Facilitators/Presenters: Chair Dean Colson

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INDEX OF MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
JUNE 8, 2012

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

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
JUNE 8, 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 11:33 a.m., with the following members present: Vice Chair Mori Hosseini, Dick Beard, Matthew Carter, Joseph Caruncho, Pat Frost, Ava Parker, Tico Perez, Gus Stavros, Norman Tripp, Cortez Whatley, and Dr. Rick Yost.

1. Call to Order

Chair Colson welcomed the new student member Cortez Whatley to his first Board of Governors meeting. Chair Colson thanked members for participating in the conference call and asked Mr. Hosseini to report out from the Select Committee on Florida Polytechnic University.

2. Report, Select Committee on Florida Polytechnic University

Mr. Hosseini thanked fellow committee members Dick Beard and Norman Tripp for the work on the Committee. The following USF representatives were on the call: Chair John Ramil, Trustee Stephanie Goforth, Trustee Brian Lamb, Trustee Stephen Mitchell, and Trustee Byron Shinn. Mr. Hosseini thanked Trustee Lamb for being a great partner in moving the process forward and Trustee Mitchell for his help with the real estate transaction.

Mr. Hosseini reported that the Select Committee held a very productive meeting on May 23, 2012. That meeting was the first meeting of the Select Committee after Governor Scott signed Senate Bill 1994 immediately establishing Florida Polytechnic University as part of the State University System of Florida. Representatives from USF and UF were at the meeting. The Select Committee pledged to ensure a smooth transition by not only monitoring USF's teach-out at Lakeland but also by undertaking the task of getting the new university off the ground.

During the May 23rd meeting, the Select Committee heard an overview of the legislation creating Florida Polytechnic. This law requires the transfer of all property. Mr. Hosseini reported a concern because the transfer of the land on which the building is being built had not been completed and asked Trustee Mitchell to update the Board at the end of the Select Committee report.

These transfers require that a Board of Trustees be in place at Florida Polytechnic and that establishing a Board of Trustees for the Polytechnic is one of the highest priorities of the Trustee Nominating and Development Committee. He further reported that the Board of Governors received more than 50 applications for its five vacancies. He reported the Trustee Nominating and Development Committee would bring names of the finalists for those five vacancies to the Board of Governors meeting on June 21st provided that the applicants are qualified and willing to give the time needed to establish the university.

The Select Committee also heard an update about the transition plans for the students, faculty, and staff at USF Poly. USF will submit a teach-out plan to SACS in June. USF expects to remain in Lakeland on the Polk State College campus until the summer of 2015 to allow current students to complete their degrees. The Select Committee asked the Board office to provide an estimated timeline for how long it will take Florida Polytechnic to achieve SACS accreditation.

The Select Committee received reports on financial issues from the Board staff and USF staff. The Select Committee asked USF to provide information by June 21st regarding the following three items: (1) a budget for the teach-out that includes details of funding sources and an accounting of all carry forward funds, (2) the budget for the construction of the new campus going forward with details of funding sources, and (3) recommendations for how to complete the project on budget and on time.

Mr. Hosseini reported that the Select Committee recognized that there were several time-critical issues that needed to be addressed to keep the transition moving forward – issues that must be addressed before the Florida Poly Board of Trustees could be put in place. The result of the conversation about time-critical issues was a series of six recommendations for the full Board. These issues are of such a timely nature that the full Board could not wait until the June Board meeting to take action. Board members have been provided with the recommendations of the Select Committee.

Mr. Hosseini moved that the Board adopt the following six motions:

- (1) Student fees paid by students enrolled at USF Polytechnic for activities, services, and other uses specific to that campus shall be deposited into a segregated account at USF and shall be expended for the benefit of the students who are enrolled at USF by June 1, 2012, and are subject to the teach-out requirements of USF for former USF Polytechnic students seeking to complete their degree with USF.
- (2) The University of South Florida will give notice of intent to Blue Sky West that USF Polytechnic will not renew the lease that will expire on July 30, 2012.
- (3) The University of South Florida, from all sources formerly available for USF Polytechnic, should continue to pay the monthly lease payments associated with all existing leases, except the Blue Sky West lease, held on behalf of and

for the benefit of the former USF Polytechnic. USF will provide a full and complete list of expenditures related to these leases to the new Florida Polytechnic University Board once it is in place in compliance with SB 1994, Section 2.

- (4) The University of South Florida (USF) shall continue to provide administrative support services to include payroll, accounting, and any other mutually agreed upon services, to the Florida Industrial and Phosphate Research Institute (FIPR) and receive reasonable compensation (cost reimbursement) for them as negotiated between USF and FIPR and until such time as the Florida Polytechnic University Board of Trustees can reasonably assume responsibility for providing those services.
- (5) Until such time as the Florida Polytechnic University Board of Trustees can reasonably assume responsibility for oversight of the construction of the Science, Innovation, and Technology building on the new campus, the University of South Florida shall provide oversight (including extension of the current owner's agent for six months) for the project from the funds appropriated for the project; except that any change orders, scheduling changes, contracts, or contract renewals or extensions shall be submitted to the Chancellor for approval.
- (6) For all motions that resulted in recommendations today to the full Board except for the motion related to student fees, we place a reasonable time limitation on USF's responsibility and performance to continue with the actions we are recommending. A reasonable time period is up to three months from the time the Florida Polytechnic University Trustees are appointed by the Board and the Governor, with the recognition that all items can be revisited, as necessary.

Mr. Beard seconded the motion. Mr. Whatley asked about the segregated account for student fees and who would be expending the funds. Chancellor Brogan reported that USF has the account and will be expending the funds for the teach-out activities for students who paid those fees. USF confirmed that report. Board members voted on the motion, and it carried unanimously.

USF Trustee Mitchell addressed Mr. Hosseini's concerns about the transfer of the property for the Florida Polytechnic University campus. Mr. Mitchell reported that the land donation was agreed to with the Williams Company in 2007. The agreement included a reverter clause in the event certain conditions were not met; however, those conditions were met, and the reverter was released. Mr. Mitchell further reported that the Williams requested that the reverter be reinstated when USF began negotiating the transfer of the land to Florida Polytechnic. The requested reverter would provide that title to the property would be returned to the Williams Company in the event that the property ceases to be used exclusively as a state university. Mr. Mitchell reported that the Williams Company is willing to sign the agreement because the terms of the

reverter have been included and the only remaining approval is from the Board of Governors.

Mr. Hosseini said that the state does not want to spend \$100,000,000 for the property if the reverter clause remains in place because the state may decide that it wants to put state offices on this property. Mr. Mitchell offered to send the agreement to Mr. Hosseini for review. Mr. Hosseini asked the Board's general counsel Vikki Shirley to review the agreement and stated that he would ask the Board at the June 21st meeting to stop construction if the reverter clause remains in place. Chair Colson said that the Board will be prepared if needed to make a decision on June 21st.

3. Concluding Remarks and Adjournment

Chair Colson reported that the Board's next in-person meeting will be held from June 19th through June 21st at the University of Central Florida. Having no further business, the meeting was adjourned at 12:13 p.m., June 8, 2012.

Dean Colson, Chair

Monoka Venters,
Corporate Secretary

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 BOARD OF GOVERNORS
 STATE UNIVERSITY SYSTEM OF FLORIDA
 UNIVERSITY OF CENTRAL FLORIDA
 LIVE OAK CENTER
 FERRELL COMMONS
 ORLANDO, FLORIDA
 JUNE 21, 2012

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

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

UNIVERSITY OF CENTRAL FLORIDA
LIVE OAK CENTER
FERRELL COMMONS
ORLANDO, FLORIDA
JUNE 21, 2012

Chair Dean Colson convened the meeting at 12:55 p.m., with the following members present: Vice Chair Mori Hosseini, Dick Beard, Matthew Carter, Joseph Caruncho, Pat Frost (participating by telephone), Tom Kuntz, Ava Parker, Tico Perez, John D. Rood, John Temple, Norman Tripp, Elizabeth Webster, Cortez Whatley, and Dr. Rick Yost. Commissioner Gerard Robinson joined the meeting during the Budget and Finance Committee report out and participated in the meeting by telephone.

1. Chair's Report

Chair Colson thanked President Hitt and the University of Central Florida for the great hospitality over the last three days. He recognized and introduced new Board members Cortez Whatley and Elizabeth Webster.

Chair Colson thanked the committees for the work over the last two days, especially Mr. Rood for the work of the Strategic Planning Committee with the annual work plans.

Chair Colson reported on the work several groups appointed by the Board: (1) the SUS Facilities Task Force, (2) the Online University Study, and (3) the Commission on Florida Higher Education Access and Degree Attainment. The Commission was appointed on May 16th to focus on the statewide need for future baccalaureate degrees. The Commission is being chaired by Ava Parker and includes Kathleen Shanahan, the Chair of the State Board of Education; Rep. Bill Proctor who is also Chancellor of Flagler College; Marshall Criser, III, the vice chair of the University of Florida Board of Trustees and the co-chair of the Higher Education Coordinating Council; Susan Pareigis, President of the Council of 100; Tom Kuntz and Chair Colson.

Chair Colson recognized Dale Brill, president of the Florida Chamber Foundation and Chair of Governor Scott's Blue Ribbon Task Force; Representative Marlene O'Toole, Chair of the House Higher Education Appropriations Subcommittee; and Allyce Heflin, Budget Chief for the House Higher Education Appropriations Subcommittee. Chair Colson recognized Representative Bill Proctor and presented him with the resolution approved by the Board on March 21, 2012.

Chair Colson introduced resolutions recognizing former Board member Frank Martin and current Board member Dr. Rick Yost who is attending his last meeting. Mr. Tripp moved that the Board approve the resolutions. Mr. Perez seconded the motion. All of the members concurred in the motion. Incoming faculty representative Dr. Manoj Chopra also presented Dr. Yost with a resolution from the Advisory Council of Faculty Senates. Chair Colson also asked for a motion recognizing former Board member Chris Corr. Mr. Rood moved that the Board approve the resolution for Mr. Corr. Mr. Kuntz seconded the motion, and the motion passed unanimously. The Board recognized former Board member Michael Long via a resolution presented on June 20th during the Strategic Planning Committee. Mr. Kuntz moved that the Board approve the resolution for Mr. Long. Dr. Yost seconded the motion, and all members concurred. The Board on June 20th also recognized the efforts of Board member Gus Stavros on behalf of the University of South Florida St. Petersburg. Mr. Beard moved that the Board approve the resolution for Mr. Stavros. Mr. Carter seconded the motion, and all members concurred. The resolutions are attached to the minutes in the appendices.

2. Approval of Minutes of the Board of Governors Retreat held March 20-21, 2012; Minutes of the Meeting of the Board of Governors held March 22, 2012; and Minutes of the Meeting of the Board of Governors held April 17, 2012

Mr. Hosseini moved that the Board approve the Minutes of the Retreat held March 20-21, 2012, as presented. Mr. Temple seconded the motion, and members of the Board concurred. Mr. Hosseini moved that the Board approve the Minutes of the Meeting held March 22, 2012, as presented. Mr. Kuntz seconded the motion, and members of the Board concurred. Dr. Yost moved that the Board approve the Minutes of the Meeting held April 17, 2012, as presented. Mr. Caruncho seconded the motion, and members of the Board concurred.

3. Chancellor's Report

Chancellor Brogan thanked President Hitt and his staff from UCF for helping to make the meeting come off so smoothly. He thanked the universities for the work plans and presentations which were extremely well done. Chancellor Brogan thanked Chair Brill for inviting him to present at the Blue Ribbon Task Force on behalf of the System and the Higher Education Coordinating Council.

4. Board Operating Procedures

Chair Colson recognized the Board's General Counsel Vikki Shirley to present the Board Operating Procedures. Ms. Shirley explained that the Board had adopted a minimum compendium of procedures in October 2003 addressing primarily elections and committees. The Board now needs a more robust set of operating procedures to

codify existing practices and to be consistent with the state's open meetings requirements.

Mr. Kuntz moved that the Board approve the Operating Procedures as presented. Mr. Caruncho seconded the motion, and members of the Board concurred unanimously.

5. Strategic Planning Committee Report

Chair Colson recognized Mr. Rood for the report from the Strategic Planning Committee. Mr. Rood reported that the Committee spent time over the past two days hearing presentations of the 2012-13 University Work Plans. The action taken by the Committee related only to the current year of the work plans. The Committee agreed to discuss the future years of the work plans at the September Board meeting.

A. 2012-13 University Work Plans

For all universities other than FAMU, Mr. Rood moved that with the exception of the 2012-13 tuition differential request and Capital Improvement Fee request that the Board approve that portion of the university work plan associated with the 2012-13 academic year. For FAMU, Mr. Rood moved that with the exception of the 2012-13 tuition differential request and Capital Improvement Fee request that the Board approve that portion of the university work plan associated with the 2012-13 academic year but the university work plan is accepted contingent upon the university's agreement to provide additional information on its graduation/retention improvement plan and an analysis of financial aid/student debt at the September Board meeting. Mr. Hosseini seconded the motion, and the motion passed unanimously.

Chancellor Brogan noted that the work plans are living documents and asked Board members to let staff know if additional information would be useful. Chair Colson requested that the work plans track the following: (1) student-faculty ratio, (2) average class size, and (3) how many students are being taught by tenured faculty, tenure-track faculty, and non-tenure-track faculty (full time instructors and adjuncts). Mr. Carter requested that the Board track students who graduate but take longer than six years to graduate. Mr. Perez requested that the Board track in-state transfer students from one SUS institution to another SUS institution.

6. Academic and Student Affairs Committee Report

Chair Colson recognized Mr. Tripp for the report from the Academic and Student Affairs Committee.

Mr. Tripp moved that the Board approve the following:

- 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

Mr. Rood seconded the motion, and members of the Board concurred unanimously.

7. Audit and Compliance Committee Report

Chair Colson recognized Ms. Parker for a report from the Audit and Compliance Committee. Ms. Parker reported that the Audit and Compliance Committee received an update from FAMU regarding their actions on the whistleblower complaint. Ms. Parker also reported that the Board's Inspector General and Director of Compliance Derry Harper provided the Committee with an overview of his unit's activities.

- A. Annual Charters Revisions
 - i. Audit and Compliance Committee Charter

Ms. Parker moved that the Board approve the amendments to the Audit and Compliance Committee Charter. Mr. Hosseini seconded the motion, the members of the Board concurred.

8. Facilities Committee Report

Chair Colson recognized Mr. Beard for a report from the Facilities Committee.

- 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

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 the Florida Atlantic University to finance the construction of a student residence hall on the Boca Raton campus. Mr. Temple seconded the motion, and the members concurred.

- B. 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

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 revenue bonds on behalf of the University of Florida to finance the expansion of the J. Wayne Reitz Union on the main campus. Mr. Kuntz seconded the motion, and the members concurred.

- C. 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

Mr. Beard moved that the Board adopt the resolution 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. Mr. Carter seconded the motion, and the members concurred.

- D. 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. Beard moved that the Board approve the 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. Caruncho seconded the motion. Mr. Kuntz abstained from the vote because the debt is being financed by SunTrust, and Mr. Kuntz is the Chairman, President, and Chief Executive Officer of Sun Trust Bank Florida. Mr. Kuntz will be filing a Memorandum of Voting Conflict for State Officers with the Corporate Secretary within 15 days. A copy of the Memorandum of Voting Conflict filed by Mr. Kuntz on July 6, 2012, is attached to the minutes. The members of the Board concurred, with Mr. Kuntz abstaining.

9. Trustee Nominating and Development Committee Report

Chair Colson recognized Mr. Hosseini to report from the Trustee Nominating and Development Committee.

A. Appointment of University Trustee, Florida A&M University

Mr. Hosseini moved that Board appoint Mr. Cleve Warren to fill the vacancy on the Florida A&M University Board of Trustees for a term ending on January 6, 2016, subject to orientation. Ms. Parker seconded the motion, and the members concurred.

B. Appointment of University Trustee, New College of Florida

Mr. Hosseini moved that Board appoint Mr. George Skestos to fill the vacancy on the New College of Florida Board of Trustees for a term ending on January 6, 2013, subject to orientation. Mr. Kuntz seconded the motion, and the members concurred.

10. Select Committee on Florida Polytechnic University Report

Chair Colson recognized Mr. Hosseini to report on the Select Committee on Florida Polytechnic University. Mr. Hosseini reported that the reverter clause discussed during the June 8 conference call meeting, which had been requested by the Williams Company, has been removed. Mr. Hosseini thanked Charlie Gray and Gray Robinson for the successful negotiations.

11. Budget and Finance Committee Report

Chair Colson recognized Mr. Perez for the report from the Budget and Finance Committee.

- A. Final Approval, Amend Board Regulations
- i. Regulation 7.003 Fees, Fines, & Penalties
 - ii. Regulation 7.002 Tuition and Fee Assessment, Collection, Accounting, and Remittance

Mr. Perez moved that the Board approve final amendments to Board of Governors Regulation 7.003 Fees, Fines, & Penalties and Regulation 7.002 Tuition and Fee Assessment, Collection, Accounting, and Remittance. Mr. Perez reported that these amendments were approved for notice on April 17. The regulations were noticed, and the Board received no comments. Mr. Rood seconded the motion, and the members concurred unanimously.

B. 2012 Capital Improvement Fee Increases

Mr. Perez moved that the Board approve the university requests for 2012 capital improvement fee increases as requested by the universities. Mr. Perez reported that

FSU did not request an increase to the capital improvement fee, New College of Florida requested an increase of \$1.38 per credit hour, and the other nine universities requested an increase of \$2.00 per credit hour. Mr. Temple seconded the motion.

Members of the Board discussed the requests for capital improvement fee increases. Some members felt that the Board should vote no on the fee requests because the time is not right given the current economic trends. These members felt that the Board should not be breaking the backs of students when things are tough. Other members felt the Board should support this motion because the students approved the fees as an investment in the future; moreover, the fees will yield the proper return on investment. These members pointed out that a \$2.00 per credit hour increase translates to \$60.00 fee per year. Some members pointed out that the Board had included an increase in the capital improvement fee as a legislative priority for several years. Some members felt that a compromise of raising the capital improvement fee increase of \$1.00 per credit hour should be considered.

Governor Temple called the question. The motion passed 11-4 with Mr. Carter, Mr. Hosseini, Mr. Kuntz, and Ms. Webster voting no. Commissioner Robinson and Mr. Stavros were absent during the vote.

C. 2012 Tuition Differential Fee Proposals

Mr. Perez reported that the Budget and Finance Committee approved the 2012 tuition differential fee increases as requested by each university. Mr. Perez reported that the University of Florida requested a 9% increase, the University of South Florida requested an 11% increase, Florida Gulf Coast University requested a 14% increase, and the remaining eight universities requested a 15% increase.

Chair Colson said that the Board would have a general discussion of differential tuition before taking up the motion from the Budget and Finance Committee. Members of the Board had a broad-ranging discussion of differential tuition during which members pointed out that the Board is presented with a decision about what the universities should look like and how the universities should be funded in the future – whether from the Legislature or from tuition. The decision will be a balance of what the state should pay and what families should pay.

Discussion included the feeling that the students, the parents, the Trustees, and the university presidents all want a quality higher education system. If the Board does not increase differential tuition which is directed to quality education and need-based aid, then the Board is not working toward quality education. Some members stressed the need to trust the difficult decisions that the Board of Trustees made to increase tuition to support the universities.

Members also discussed the responsibility of the Board in supporting a successful System. Some members pointed out that the success of the System is not sustainable if funding continues to be cut. The members worried that our quality metrics are beginning to level off or to decline. To continue to increase our quality, these members felt that the Board needs to approve the differential tuition requests and urged members to ask whether the burden on the students is worth achieving the System goal of providing a quality education in an efficient system.

Some members reported being comfortable conceptually with moving toward having families becoming more responsible for the cost of higher education based upon the Board's desire for increasing quality. Members discussed the performance of the universities on key performance indicators. These members stressed the low cost of tuition in Florida as compared to other states and suggested looking at what the student is paying. Members reported that an independent ranking confirms that we are meeting Governor Scott's goal of being ranked number one in affordability. Members reported that students with family incomes under \$60,000 are not paying a substantial amount toward tuition and fees. Some members reported support for differential tuition because 30% goes to need-based aid and 70% goes into the classroom. Some members were concerned about the issue of student loan debt.

Some members stressed the need to develop a more sustainable funding model. Some members questioned why the Board should raise differential tuition when elected officials decided that now is not the time to raise base tuition. Other members pointed out that the Legislature approved the budget assuming a 15% differential tuition increase. Some members suggested that the cuts that the System has faced during the last five years have shifted the responsibility for these decisions to the Board of Governors. Some members reported being uncomfortable with continuing to ask the universities to do less with less and pointed out that the universities lost \$300,000,000 during the 2012 Session.

Some members pointed out that considering these requests for increases in tuition requires a different analysis in a year when the universities have level funding than in a year like 2012 when the universities sustained a substantial cut. In a year when there is level funding, these members felt that the Board could be tougher in considering these requests than in a year when the universities sustained substantial cuts.

After the general discussion of differential tuition increases, Mr. Perez presented the University of Central Florida's request for a 15% differential tuition increase. Mr. Perez reported that the 15% increase was approved by the University of Central Florida's Board of Trustees with one dissenting vote. Mr. Perez reported that the student representative voted in favor of the 15% increase.

On behalf of the Budget and Finance Committee, Mr. Perez moved that the Board approve a 15% differential tuition increase for the University of Central Florida. Mr. Temple seconded the motion. The motion failed on a vote of 8-8 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Ms. Parker, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Mr. Hosseini moved that the Board approve a 9% differential tuition increase for the University of Central Florida. Mr. Kuntz seconded the motion. Mr. Hosseini said that he was looking at the parents who have faced tuition increases in times of economic uncertainty. He said that he believed that the bigger universities could sustain smaller increases. Mr. Rood asked what the dollar increase is for a 9% increase. For 30 credit hours, an increase of 9% would be an increase of \$346 per year. Mr. Tripp called the question. The motion failed on a vote of 6-10 with Mr. Beard, Ms. Frost, Ms. Parker, Mr. Perez, Commissioner Robinson, Mr. Rood, Mr. Temple, Mr. Tripp, Mr. Whatley, and Dr. Yost voting no. Mr. Stavros was absent.

Mr. Perez moved that the Board approve a 13.5% differential tuition increase for the University of Central Florida. Mr. Temple seconded the motion. Mr. Whatley encouraged the Board to trust the Board of Trustees from each institution because the Boards of Trustees have the best knowledge of the needs of the institution. Ms. Parker pointed out that the question for her is about how long it should take the System to get to the national median of tuition based on the economy. Mr. Caruncho said that different institutions have different missions, and some like UCF and FIU answer the call for access. Mr. Perez explained that UCF would net about 10% after setting aside its need-based aid. The motion failed on a vote of 7-9 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Ms. Parker, Commissioner Robinson, Mr. Rood, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Mr. Perez moved that the Board approve a 12% differential tuition increase for the University of Central Florida. Mr. Yost seconded the motion. The motion failed on a vote of 5-11 with Mr. Hosseini, Mr. Beard, Mr. Carter, Ms. Frost, Mr. Kuntz, Ms. Parker, Commissioner Robinson, Mr. Rood, Mr. Temple, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

After a brief recess, Chair Colson suggested that the Board needed to discuss whether a consensus can be reached on an increase. Members suggested a metric-based approach to compare each university. One suggested metric was funding per FTE. Another suggested metric was improvement on the 29 metrics included in the annual work plans that the Board has considered over the last three days.

Mr. Hosseini pointed out that smaller universities need to build reserves, so he would like to propose that the smaller universities (NCF, UWF, FAMU, UNF, and FGCU)

receive a 12% increase while the larger universities (UF, USF, UCF, FSU, FIU, and FAU) receive a 9% increase.

Mr. Perez suggested that the Board hear each university individually as Chair Colson suggested during the Budget and Finance Committee meeting. Chair Colson suggested that the Board consider the University of Florida's request.

Mr. Kuntz moved that the Board approve a 9% differential tuition increase for the University of Florida. Mr. Temple seconded the motion. The motion passed on a vote of 14-2 with Commissioner Robinson and Mr. Tripp voting no. Mr. Stavros was absent.

Mr. Hosseini moved that the Board approve a 9% differential tuition increase with a 30% set aside for need-based aid for the University of South Florida. Mr. Kuntz seconded the motion. Mr. Beard asked what the difference is between the motion and the USF request of an 11% differential increase and a 40% set aside for need-based aid. Chair Colson explained that USF would net an increase of 6.6% after the set aside for need-based aid based on the USF request, and USF would net 6.3% after the set aside for net-based aid based on the motion. The motion failed on a vote of 6-10 with Mr. Beard, Ms. Frost, Ms. Parker, Mr. Perez, Commissioner Robinson, Mr. Rood, Mr. Temple, Mr. Tripp, Mr. Whatley, and Dr. Yost voting no. Mr. Stavros was absent.

Mr. Perez moved that the Board approve an 11% differential tuition increase with a 40% set aside for need-based aid for the University of South Florida. Mr. Whatley seconded the motion. The motion passed on a vote of 9-7 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board next consider the request from Florida Gulf Coast University's request for a 14% differential tuition increase. Mr. Hosseini moved that the Board approve a 12% differential tuition increase for Florida Gulf Coast University. Mr. Kuntz seconded the motion. Mr. Rood asked what impact a 12% differential tuition increase would have on the reserves. Mr. Perez said that a 12% differential tuition increase would take Florida Gulf Coast University below the statutory minimum meaning that the university would need to make additional cuts to meet the required reserves. Ms. Parker asked how much differential tuition would need to be increased to keep the university above the statutory reserve minimum. President Bradshaw responded that a 14% differential tuition increase would get the university about \$500,000 to \$700,000 above the statutory minimum for reserves. Ms. Parker asked the effect of a 13% increase. President Bradshaw responded that every percentage decrease is a loss of \$300,000. Chair Colson called the question. The motion passed on a vote of 9-7 with Mr. Beard, Mr. Carter, Ms. Frost, Ms. Parker, Commissioner Robinson, Mr. Temple, and Mr. Tripp voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider the 15% differential tuition increase request from the University of North Florida. Mr. Kuntz moved that the Board approve a 12% differential tuition increase for the University of North Florida. Mr. Hosseini seconded the motion. Mr. Perez pointed out that the University of North Florida is also close to the required statutory reserve threshold. The motion failed on a vote of 6-10 with Mr. Beard, Mr. Carter, Ms. Parker, Mr. Perez, Commissioner Robinson, Mr. Rood, Mr. Temple, Mr. Tripp, Mr. Whatley, and Dr. Yost voting no. Mr. Stavros was absent.

Ms. Parker moved that the Board approve a 13% differential tuition increase for the University of North Florida. Mr. Perez seconded the motion. The motion passed on a vote of 9-7 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider Florida Atlantic University's request for a 15% differential tuition increase. Ms. Frost moved that the Board approve a 15% differential tuition increase for Florida Atlantic University. Mr. Rood seconded the motion. The motion passed on a vote of 9-7 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Ms. Parker, Commissioner Robinson, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider the University of West Florida's request for a 15% differential tuition increase. Mr. Hosseini moved that the Board approve a 12% differential tuition increase for the University of West Florida. Mr. Kuntz seconded the motion. Mr. Perez pointed out that the University of West Florida is also close to the required reserves. The motion failed on a vote of 6-10 with Mr. Beard, Mr. Carter, Ms. Frost, Ms. Parker, Mr. Perez, Commissioner Robinson, Mr. Rood, Mr. Temple, Mr. Whatley, and Dr. Yost voting no. Mr. Stavros was absent.

Mr. Temple moved that the Board approve a 14% differential tuition increase for the University of West Florida. Mr. Perez seconded the motion. The motion passed on a vote of 9-7 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Ms. Parker, Commissioner Robinson, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider New College of Florida's request for a 15% differential tuition increase. Mr. Temple moved that the Board approve a 15% differential tuition increase for New College of Florida. Mr. Beard seconded the motion. The motion passed on a vote of 9-7 with Mr. Hosseini, Mr. Carter, Mr. Kuntz, Ms. Parker, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider the Florida International University's request for a 15% differential tuition increase. Mr. Temple moved that the

Board approve a 15% differential tuition increase for Florida International University. Ms. Frost seconded the motion. The motion passed on a vote of 10-6 with Mr. Hosseini, Mr. Carter, Mr. Kuntz, Ms. Parker, Commissioner Robinson, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider the Florida State University's request for a 15% differential tuition increase. Mr. Temple moved that the Board approve a 15% differential tuition increase for the Florida State University. Mr. Perez seconded the motion. The motion failed on a vote of 8-8 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Ms. Parker, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Mr. Temple moved that the Board approve a 14% differential tuition increase for the Florida State University. Mr. Perez seconded the motion. The motion failed on a vote of 8-8 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Ms. Parker, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Mr. Yost moved that the Board approve a 13% differential tuition increase for the Florida State University. Mr. Perez seconded the motion. The motion passed on a vote of 9-7 with Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Ms. Parker, Commissioner Robinson, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider Florida A&M University's request for a 15% differential tuition increase. Mr. Temple moved that the Board approve a 15% differential tuition increase for Florida A&M University. Ms. Parker seconded the motion. Ms. Parker explained that she seconded the motion because Florida A&M University has the highest percentage of students who have need-based aid, and the university will struggle this year with the special circumstances. Mr. Hosseini said that he believes that Florida A&M University should get a 12% tuition increase, but the Board needs to restrict the money to require the university to show how the money is used to improve graduation rates. Mr. Temple called the question. The motion failed on a vote of 8-8 with Mr. Colson, Mr. Hosseini, Mr. Carter, Mr. Caruncho, Mr. Kuntz, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Members expressed concern about approving a differential tuition increase for Florida A&M University because 85% of their students graduate with debt and their graduation rate is so low. The university, however, needs the money because the institution is financially strapped. Mr. Temple moved that the Board approve a 14% differential tuition increase for Florida A&M University. The motion failed for lack of a second.

Mr. Beard moved that the Board approve a 12% differential tuition increase for Florida A&M University subject to Florida A&M University providing a detailed plan about the graduation rates, retention rates, and a financial analysis of student debt at the September Board meeting. Mr. Kuntz seconded the motion. The motion passed on a vote of 12-4 with Mr. Carter, Mr. Caruncho, Commissioner Robinson, and Ms. Webster voting no. Mr. Stavros was absent.

Chair Colson recommended that the Board consider the University of Central Florida's request for a 15% differential tuition increase. Mr. Perez moved that the Board approve a 15% differential tuition increase for the University of Central Florida. Mr. Temple seconded the motion. Mr. Caruncho explained that he would be voting in favor of the motion because UCF like FIU answered the call for access. Mr. Hosseini implored the Board to re-consider the votes on the research universities like USF which got an 11% increase, UF which got a 9% increase, and FSU which got a 13% increase. Mr. Perez pointed out that the Board approved the increase requested by both USF and UF. After discussion, the motion passed on a vote of 9-7 with Mr. Hosseini, Mr. Carter, Mr. Kuntz, Ms. Parker, Commissioner Robinson, Mr. Tripp, and Ms. Webster voting no. Mr. Stavros was absent.

Ms. Parker asked for a clarification for the record about how many days the universities have to appeal. Chair Colson responded that the universities have five days to appeal.

12. Concluding Remarks and Adjournment

Chair Colson said that Board was to be commended for its work. He said that he once read a book by C. P. Snow called *The Master* about the selection of a head master at one of the colleges at Oxford. One of the themes of the book was that the debate and the process are as important often as the outcome. Chair Colson said that the debate over the past three days is to be commended.

Having no further business, the meeting was adjourned at 4:11 p.m., June 21, 2012.

Dean Colson, Chair

Monoka Venters, Corporate Secretary

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INDEX OF MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
JULY 12, 2012

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

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
JULY 12, 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 9:58 a.m., with the following members present: Vice Chair Mori Hosseini, Dick Beard, Matthew Carter, Joseph Caruncho, Tom Kuntz, Ava Parker, Gus Stavros, John Temple, Norman Tripp, Elizabeth Webster, and Dr. Rick Yost.

1. Call to Order

Chair Colson thanked members for participating in the conference call and said that the Board only has one action item – Trustee appointments for Florida Polytechnic University. Chair Colson asked Mr. Hosseini to report out from the Trustee Nominating and Development Committee.

2. Appointment of University Trustees: Florida Polytechnic University

Mr. Hosseini reported that the full Board had participated in the conference call meeting of the Trustee Nominating and Development Committee immediately preceding the full Board meeting, so he would not repeat the information about the interview process and recommended appointments. Mr. Hosseini moved that the Board of Governors appoint the following to the Florida Polytechnic Board of Trustees:

- (a) Sandra Green Featherman for a three-year term beginning July 16, 2012,
- (b) Richard Paul Hallion, Jr. for a two-year term beginning July 16, 2012,
- (c) Frank Thomas Martin for a three-year term beginning July 16, 2012, and
- (d) Donald Herbert Wilson for a two-year term beginning July 16, 2012.

Mr. Carter seconded. The motion carried unanimously.

3. Concluding Remarks and Adjournment

Chair Colson reported that Florida A&M University President James Ammons had submitted a letter of resignation yesterday resigning effective October 11th. He reported that the Florida A&M University Board of Trustees has an emergency meeting

scheduled on Monday. Chancellor Brogan reported that Dr. Ammons' office had reached out to him, and the Board office will be communicating with Florida A&M today and will confirm that the Board of Trustees will be moving forward with an interim president soon. Chancellor Brogan reported that the October 11th resignation date is in keeping with a provision in Dr. Ammons' contract requiring a 90-day notice.

Chancellor Brogan further reported that the Board of Governors is moving forward with its investigation of institutional controls that began after the tragic hazing death at Florida A&M University. On the academic front, the Board of Governors motion at the June meeting to approve 12% differential tuition for Florida A&M came with two conditions. First, the university was instructed to provide a rapid turnaround with additional detail about how the differential tuition would assist with improving undergraduate retention and graduation rates. Chancellor Brogan reported Florida A&M submitted the updated report, the report has been reviewed, and the Board office is recommending that the report is in keeping with the Board's direction that Florida A&M further clarify with greater attention to counselors and advisors. Second, the university must re-prioritize the work plan to focus on undergraduate programs rather than on graduate programs. The revised work plan from Florida A&M will be brought back to the Board in September. These issues must be dealt with immediately and will impact the search for an interim president because it may take six months to one year to find a permanent president.

Chancellor Brogan reported that he will remind Florida A&M University today that the Board of Governors has a role in confirming not only the permanent president but also the interim president. The Board of Governors needs to be engaged in that selection process. Board members discussed the level of involvement that the Board of Governors has in the hiring of a new president. Chair Colson reminded Board members that he had touched on this issue in his State of System address in January. Chair Colson reported that the Board's role is currently limited to confirming the candidate selected by the Board of Trustees, but he would like the Board of Governors to be more involved in the selection of new presidents. Discussion among members included the need to establish a balance between the ability of the Boards of Trustees to hire and fire presidents with the need for the Board of Governors to be involved in the process. Chair Colson reminded the Board that there are two universities that are in the process of selecting a new president: Florida A&M University and the University of Florida. Chair Colson said that he would call the chairs of both Boards of Trustees and request that the Board of Governors be engaged in the search process. Board members also discussed amending the Board regulation dealing with University Board of Trustees Powers and Duties and determined that future discussion would be needed.

Mr. Temple asked whether Governor Scott is moving forward with his appointments to the Florida Polytechnic Board of Trustees. Mr. Hosseini reported that Governor Scott is moving forward and will likely make appointments soon.

Having no further business, the meeting was adjourned at 10:29 a.m., July 12, 2012.

Dean Colson, Chair

Monoka Venters,
Corporate Secretary

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 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
September 13, 2012

SUBJECT: Update, Governors Blue Ribbon Task Force on State Higher Education Reform

PROPOSED BOARD ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

Dr. Dale Brill, Chair, will give a report on the work of the Task Force to date.

Documentation Included: None

Facilitators/Presenters: Dr. Dale A. Brill, Chair, Blue Ribbon Task Force

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: Confirmation of Interim President for Florida A&M University

PROPOSED BOARD ACTION

Confirm appointment of Dr. Larry Robinson as the interim president of Florida A&M University as recommended by the Board of Trustees of Florida A&M University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Board of Governors Regulation 1.001 University Boards of Trustees Powers and Duties; Section 7, Article IX, Florida Constitution.

BACKGROUND INFORMATION

Sub-paragraph (5)(d) of Regulation 1.001 provides, "In the event that a board of trustees selects an interim president, such selection is subject to confirmation of the candidate by the Board of Governors."

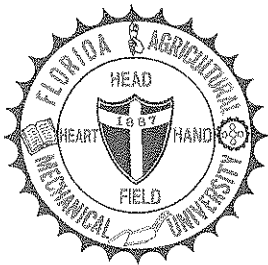
On August 15, 2012, the Board of Trustees of Florida A&M University unanimously selected Dr. Larry Robinson to serve as the interim president of Florida A&M University. The appointment is pending confirmation by the Board of Governors.

Florida A&M University Board of Trustees Chair Solomon L. Badger, III requested confirmation of the appointment by the Board of Governors. Florida A&M University also provided the Curriculum Vitae of the candidate. Dr. Robinson is an outstanding scholar and administrator who most recently served as Provost and Vice President of Florida A&M University. In 2007, Dr. Robinson served as Chief Executive Officer of Florida A&M University during a leadership transition.

Supporting Documentation Included: Letter from Florida A&M University Board of Trustees Chair, Curriculum Vitae of the Candidate.

Facilitators/Presenters: Dean Colson, Chair, Board of Governors
Solomon L. Badger, Chair, Florida A&M University Board of Trustees

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BOARD OF TRUSTEES

August 15, 2012

Dean Colson, Chairman
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399

Dear Governor Colson:

Today, the Board of Trustees at Florida A&M University confirmed the appointment of Dr. Larry Robinson to serve as the interim president. The vote was unanimous. Dr. Robinson is an outstanding scholar, administrator and has the full support of the board members during this transitional period.

Please let me know what information you will need in preparation for the confirmation of this appointment by the Board of Governors.

Sincerely,

Solomon L. Badger, III
Chairman

Cc: Chancellor Frank Brogan, State University System of Florida
Dr. Larry Robinson, Interim President, Florida A&M University

12 AUG 16 PM 4: 50
STATE UNIVERSITY
SYSTEM OF FLORIDA

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CURRICULUM VITAE

Larry Robinson

Interim President

Florida A&M University

Tallahassee, FL 32307

Phone: 850-599-3225

Electronic mail: Larry.Robinson@famu.edu

Education

1984, Ph.D., Nuclear Chemistry, Washington University, St. Louis, MO

1979, B.S., Chemistry, summa cum laude, Memphis State University

1975-1976, Student, LeMoyne-Owen College

Management / Leadership Training

(Courses provided by staff or consultants of Martin-Marietta Energy Systems or Lockheed – Martin)

Towers-Perrin Compensation Best Practices (August 1996)

Leading Out Loud: Building Commitment Through Authentic Communication (1996)

Advanced Leadership Program (August 1995)

Ethics Awareness and Standards of Conduct (November 1994)

Positive Discipline (November 1994)

Affirmative Action / Cultural Diversity (October 1994)

Performance Planning and Review (October 1994)

Management Performance Based Observation (January 1994)

Franklin Time Management (September 1992)

Coaching: The Key to Team Success (August 1992)

Quality Assurance Fundamentals (May 1992)

Ethics: Phase III (March 1991)

Keppner-Tregoe Problem Solving / Decision making (January 1989)

Professional Experience

2012 – Provost and Vice-President of Florida A&M University

2011 – 2012, Special Assistance to the President at Florida A&M University. Coordinated the administrative and eminent scholar searches, the integration of Graduate Studies and Title III programs with the Division of Sponsored Research, and the reorganization of the administrative structure. Led Internal Crisis Management Team established to develop a comprehensive plan to address hazing at the university.

2010-2011 Assistant Secretary of Commerce for Conservation and Management, and Deputy NOAA Administrator.

Supported and managed NOAA's coastal and marine programs, including marine sanctuaries for preserving areas of special national significance, fisheries management to sustain economic prosperity, and nautical charts for safe navigation. Supported NOAA's participation as a lead agency addressing the BP oil spill crisis. Served as the NOAA representative to the National Ocean Policy Deputy's Committee; the National Science and Technology Council Committee (NSTC) on Science, Technology, Engineering and Math Education; the NSTC Committee on Environment and Natural Resources; the South Florida Ecosystem Restoration Task Force; the Great Lakes Restoration Task Force; the Gulf Coast Ecosystem Restoration Task Force; and other key restoration related taskforces. Led an interagency working group on ocean plumes established to model and predict ocean transport of radiation threats to U.S. assets in the Pacific and in the continental United States from radioactivity released by the damaged Japanese Fukushima Nuclear Power Plant.

2009 – 2010, Vice President for Research Florida A&M University

2007–2009, Senior Scientific Advisor U.S. Department of Agriculture Cooperative State Research, Education and Extension Service

2005 – 2009, Professor Environmental Sciences Institute Florida A&M University
Research Interests: Environmental chemistry in coastal ecosystems; coastal ecosystem policy and management; and environmental radiochemistry and the

application of nuclear methods to detect trace elements in environmental matrices.

2007, Chief Executive Officer, Florida A&M University: Selected by FAMU Board of Trustees to lead the University during leadership transition.

2003 – 2005, Provost and Vice President for Academic Affairs Florida A&M University. Managed deans and directors of 13 colleges, schools and institutes. Instituted university-wide assessment program and undergraduate student retention and progression program. Instituted mentoring program for tenure earning faculty and a revised reward system for faculty with federally funded research awards.

2001 – 2010, Director NOAA Environmental Cooperative Science Center. Directed and coordinated the efforts of over 25 scientists at 8 universities to conduct research, education and outreach in coastal and marine ecosystems.

1997- 2003, Director/Professor, Environmental Sciences Institute Florida A&M University. Led efforts to establish B.S. and Ph.D. programs in Environmental Science in 1998 and 1999, respectively. Built a nationally recognized program.

1984-1997, Research Scientist and Group Leader of a neutron activation analysis (NAA) laboratory, Oak Ridge National Laboratory, (ORNL). Research involved trace element analysis in environmental science, epidemiology, forensics, paleontology, nuclear safeguards and non-proliferation, and material science. Supervised the work of other scientists and managed state-of-the-art experimental facilities at the High Flux Isotope Reactor. Also served as Radiation Safety Officer for a division consisting of 150 personnel from 1988-1993. Led the effort at ORNL to analyze hair and nail samples of former President Zachary Taylor, 1991.

1983, Graduate Research Associate, Los Alamos National Laboratory, Inorganic and Nuclear Chemistry Division: On-line irradiation/separation using continuous flow centrifuge apparatus at the Omega West Research Reactor. Extensive use of radiochemical methods.

Membership in Professional Organizations

American Association for the Advancement of Science

Ecological Society of America

National Association of Black Chemists and Chemical Engineers

Sigma Xi

Contracts and Grants (partial) (Generated over \$35 million since 1997)

Title: *Technical Assistance in Site Evaluation and Review of Waste Minimization*

Agency: Florida Department of Environmental Protection / Florida Atlantic University

Project Period: 8/4/97-11/28/97

Amount: \$9,500

Title: *Marine Biotechnology Estuarine Environmental Science Research Program*

Agency: U.S. Department of Energy

Project Period: 9/1/97-8/31/01

Amount: \$5,448,407

Title: *Development of a Strategy for Environmental Equity and Justice/Scarboro Community Environmental Study*

Agency: U.S. Department of Energy

Project Period: 9/1/97-12/31/99

Amount: \$152,554

Title: *Locating Contaminated Seep Areas using an Underwater Radon Monitor*

Agency: U.S. Department of Defense / Florida State University

Project Period: 9/29/97-6/30/00

Amount: \$130,149

Title: *Marine Biotechnology Estuarine Environmental Science Research Supplemental*

Agency: U.S. Department of Energy

Project Period: 3/1/98-2/28/00

Amount: \$760,611

Title: *HBCU/MI Environmental Technology Consortium*

Agency: U.S. Department of Energy / Clark Atlanta University

Project Period: 9/30/97-9/30/02

Amount: \$1,371,933

Title: *Tertiary Education Linkages Program- South Africa Project*
Agency: U.S. Agency for International Development/ United Negro College Fund

Project Period: 3/23/00-3/22/03

Amount: \$408,509

Title: *Optical Studies of Harmful Algal Blooming in Florida*

Agency: National Oceanic and Atmospheric Administration

Project Period: 9/1/01-8/31/02

Amount: \$54,883

Title: *Development of an Environmental Studies Program at the Royal University of Phnom Penh, Cambodia*

Agency: U.S. Agency for International Development/ United Negro College Fund

Project Period: 6/1/01-5/31/04

Amount: \$200,000

Title: *Florida Interdisciplinary Center for Environmentally Sound Solutions*

Agency: National Science Foundation /University of Florida

Project Period: 4/15/02-3/31/05

Amount: \$27,546

Title: *Environmental Cooperative Science Center*

Agency: National Oceanic and Atmospheric Administration

Project Period: 10/1/01-9/30/06

Amount:\$12,500,000

Title: *Environmental Cooperative Science Center*

Agency: National Oceanic and Atmospheric Administration

Project Period: 9/1/2006 -8/30/2011

Amount: \$12,500,000

Teaching Experience

Professor, Environmental Sciences Institute, Florida A&M University, 1997 – present.

Visiting Professor, Environmental Science Institute, Florida A&M University, 1995 - 1996.

Supervised Ph.D. candidate's research in trace element analysis of biological material in association with Alzheimer's disease at Oak Ridge National Laboratory (ORNL). 1991 - 1994.

Directed and conceived undergraduate students' Honor Thesis research in trace element analysis and expert system development at ORNL. 1990 - 1994.

Directed Historically Black College Professors' research in trace element analysis and radionuclide migration in soil at ORNL. 1990 - 1994.

Directed Department of Energy's Regional High School Teachers Research Associate project on laboratory robotics at ORNL. 1993.

Trained International Atomic Energy Agency Fellows in nuclear methods of analysis at ORNL. 1988.

Teaching Fellow, Department of Chemistry, Washington University.
Supervised radiochemistry laboratory course for graduate students and undergraduate analytical chemistry laboratory course. 1980-1982.

Instructor, Inroads Incorporated, St. Louis, Missouri.
Taught college level chemistry to advanced high school students. 1981-1983.

Instructor, Student Educational Services, Washington University.
Workshop leader for general and organic chemistry courses. Taught a course on scientific problem solving for incoming freshmen. 1981-1984.

Courses Taught

Environmental Chemistry	Environmental Radiochemistry
Radiation Measurement and Detection	Radiation Protection
Sources and Control of Environmental Pollution	

Theses and Dissertations Supervised

“Implementation of Environmental Justice: A Case Study Department of Energy Oak Ridge Operations”, Karen Barnes, M.S., 1998

“Development and Testing of a Prototype Submersible Radon Detection System”, Judith Weaver, M.S., 1999

“Measurement of Uranium Isotopes in the Scarboro Community”, Donatto Surratt, M.S., 1999

“Comparison of Large Scale versus Small Scale Conductivity Measurements in the R-Area at the Savannah River Site”, William Johnson, M.S., 2000

“Atmospheric Biomonitoring of Radionuclides and Heavy Metals Using Mosses and Lichens”, Apeti Ayaovi, M.S., 2001

“Determination of Trace Element Concentrations in Vegetation by Laser Induced Breakdown Spectroscopy”, John Branch, Jr., M.S., 2003

“The Implications of Development on Erosion in Florida Coastal Areas as Indicated by Construction Permitting Trends”, Ariana Marshall, M.S. 2009

“The Utilization of Relaxed Eddy Accumulation and Ion Mobility Spectrometry to Explore the Dry Deposition of Ammonia in Coastal Ecosystems”, LaToya Myles, Ph.D. awarded December 2004.

“Chronology of Sediment Nutrient Geochemistry in Apalachicola Bay, Florida”, Donatto Surratt, Ph.D. awarded May 2005 (co-advisor)

“Development of Comparative Biomonitoring Methods for Heavy Metals in Apalachicola Bay, Apeti Ayaovi, Ph.D. awarded December 2005

“Cattail as a Bioindicator of the Lower Apalachicola River Floodplain in Response to Environmental Change”, Li Zhao, Ph.D. awarded August 2006

“The Impact of Silvicultural Activities in Tate’s Hell Forest on Nutrient Runoff to Apalachicola Bay”, Andrine Stanhope, Ph.D. awarded April 2007

“Implementing Ecosystem Management Approaches”, Cassandra Barnes, Ph.D. awarded August 2007

“Some Elements on the Ecology and Catchability of Penaeid Shrimps from Sofala bank, Mozambique: Implications for Management and Sustainability of the Fishery”, Atanasio Brito, Ph.D. awarded April 2011 (co-advisor)

Professional Service

2008 – 2010, Member, Ocean Research and Resources Advisory Panel. Chair Ocean Observing Sub-panel.

2008 – 2010, Founding Member, National Ecological Observatory Network (NEON) Science Technology Education Advisory Committee (STEAC).

2007 – 2010, Member, International Advisory Board to *Florida Center for Research in Science, Technology, Engineering and Mathematics (FCR-STEM)*.

1997 - 2010, Florida A&M University Campus Coordinator Florida Sea Grant

2007 - Member, Off-Site Review Committee Southern Association of Colleges and Schools.

2007 – Member, National Ecological Observatory Network (NEON) Education Tiger Team

2006 - Panelist, Conference on Ocean Literacy, National Marine Sanctuary Foundation.

2005 – Chair, Council of Academic Vice Presidents State University System of Florida.

2005 - Member, On-Site Review Committee Southern Association of Colleges and Schools.

2001 – 2010, Member, Leon County Water Resources Committee.

2004 – 2006, Member National Research Council Committee on Mine Placement of Coal Combustion Waste

1999 – 2004, Member, National Research Council Committee on the Restoration of the Greater Everglades Ecosystem.

2001 – 2005, Member, Policy Oversight Board, U.S. Army High Performance Computing Research Center, University of Minnesota.

2000 – 2003, Chairperson, Florida Board of Education Statewide Course Numbering System Faculty Committee on Environmental Studies.

2000 – 2003, Member NEED Committee of the American Nuclear Society.

2000 – 2004, Scientific Judge / Moderator Department of Energy National Science Bowl.

2001, Member, Florida Board of Education Advisory Group on Emerging Technologies.

1999 – 2002, Member, State of Florida Aquaculture Interagency Coordinating Committee.

1999 - 2000, Member Advisory Board, Savannah State University Center for Marine, Environmental Science and Biotechnology Program.

1999 – Member, NASULGC Board on Natural Resources Ecology Section.

1998 - Chairperson, Biology and Medicine Division, American Nuclear Society.

1996-1998, Executive Committee, Biology and Medicine Division, American Nuclear Society.

1998 – 2001, Member, Advisory Board, Environmental Sciences Division, Oak Ridge National Laboratory.

1998, Member, Proposal Review Panel, Tulane/Xavier Center for Bioenvironmental Research's Hazardous Materials in Aquatic Environments of the Mississippi River Basin.

1998, Member, Proposal Review Panel, NIH National Human Genome Research Institute.

1997 - 2003, Advisory Board Member, Florida Center for Environmental Studies, Florida Atlantic University.

1997 - 2003, Advisory Board Member, Florida Institute of Oceanography.

1997 - 2003, Steering Committee Member, Department of Energy's Historically Black Colleges and Universities/Minority Institutions Environmental Restoration and Waste Management Consortium (Chairperson, 2001).

1997 – 2002, Member, National Oceanic and Atmospheric Administration's Historically Black College and University Consortium (Co-Chairperson 2001 – 2002).

1997 - 2007, Member Department of Energy Office of Civilian Radioactive Waste Management Fellowship Review Panel.

1997 – 2003, Advisory Board Member Savannah River Environmental Sciences Field Station.

1997, Member, Independent Evaluation Team Fernald Environmental Management Project Tri-Annual Exercise.

1996, Member Oak Ridge National Laboratory's Human Resources Reengineering Committee.

1987-1996, Treasurer and past Executive Board Member, East Tennessee Chapter of the National Organization of Black Chemists and Chemical Engineers.

1993-1996, Member, Martin Marietta Energy Systems' Honors and Awards Committee.

1995, Panelist, Department of Energy Marilyn Lloyd Scholarship and Fellowship Program Review Committee.

1995, Member, Oak Ridge National Laboratory Diversity Council.

1994-1995, Member, Oak Ridge National Laboratory Research Staff Member Job Description Review Committee

1994, Member, NAACP/DOE Minority Scholarship National Selection Committee.

1991-1992, Member, Science Curriculum Evaluation Advisory Committee, Oak Ridge School System.

1988-1990, Coordinator, Oak Ridge National Laboratory/American Chemical Society Project SEED (Summer Educational Experience for the Disadvantaged).

1993, Panelist, Oak Ridge National Laboratory Minority Environmental Careers Conference.

1990, Member, Roane St. Community College Minority Advisory Committee.

1988 – 1994 Member, ASTM Task Group on Nuclear Methods of Chemical Analysis.

Reviewed Manuscripts for the following journals:

The Journal of Radioanalytical and Nuclear Chemistry
Methods and Applications of Radioanalytical Chemistry
Nuclear Technology
The Radiation Protection Journal
Radiochimica Acta
Transactions of the American Nuclear Society

Reviewed Research Proposals for the Following Agencies:

Department of Agriculture
Department of Energy
National Oceanic and Atmospheric Administration
National Institutes of Health
National Science Foundation
Nuclear Regulatory Commission
Oak Ridge Associated Universities
Teresa Heinz Foundation

Academic Service

2005 – 2007, Chairperson, FAMU Environmental Sciences Institute Program Review Committee

2007, Chairperson, FAMU College of Engineering Sciences, Technology and Agriculture Dean Search Committee

2002, Chairperson, Florida A&M University Vice-President for Research Search Committee.

2002, Chairperson, Florida A&M University Committee on Tenure Appraisals.

2002 – 2005, Member, Florida A&M University Program Review Committee.

2001-2003, Member Florida A&M University Mission Statement Advisory Committee.

2001- 2004, Florida A&M University Master Plan Committee.

2000- 2002, Ex-officio Member, Florida A&M University Faculty Senate.

2000 – 2002, Panelist Florida A&M University Faculty Planning Conference.

1999 – 2003, Chairperson New Degree Program Review Committee.

1999 – 2000, Liaison Officer, U.S. Coast Guard Recruiting Initiative for the Twenty-First Century Scholarship Program

1999- 2000, Author, Florida A&M University's Environmental Sciences Institute Southern Association of Colleges and Schools' Expected Educational Outcomes and Assessment Plan.

1998-1999, Member, Florida A&M Center of Excellence for Science, Engineering, Computer Science and Mathematics Planning Committee.

1998 – 1999, Chairperson, Environmental Sciences Institute Ph.D. Program Development Committee.

1997 – 1998, Reviewer, Florida A&M University Southern Association of Colleges and Schools Self-Study.

1997 – 2003, Member, Florida A&M University Deans Council.

1997-2003, Chairperson, Florida A&M University-Wide Committee on Tenure and Promotion.

1995-1996, Visiting Professor, Environmental Sciences Institute, Florida A&M University.

Community Service

2002- 2010, Coach Florida A&M University High School Ocean Bowl Team.

2001 – 2010, Leon County Water Resources Committee.

2000 – 2004, Scientific Judge / Moderator Department of Energy National Science Bowl.

2000 – 2003, Sealey Elementary School Business Partner.

2000 -2001, Science Fair Judge Fairview Middle School.

1998, Member, Tallahassee-Leon County Planning Department's Gaines Street Vitalization Committee.

1998, Advisor, Rickards High School Environmental Service Project.

1997-1998, Member, Florida Department of Environmental Protection's Off-site Consequence Analysis Technical Advisory Group for RCRA Treatment, Storage, and Disposal Facilities.

1995-1997, Member, Department of Energy's Oak Ridge Reservation Environmental Management Site Specific Advisory Board.

1994-1997, Board of Directors Member, Oak Ridge Community Housing Development Corporation, Chairman, 1996.

1989-1996, President, Oak Ridge Branch of the National Association for the Advancement of Colored People.

1994-1995, Member, Discipline Task Force Oak Ridge Public School System.

1993, Science Fair Judge, ACTSO NAACP National Meeting, Indianapolis, IN.

1993, Science Fair Judge, Green Elementary School Knoxville, TN.

1992 – 1993 Member, Oak Ridge Public School System Science Curriculum Evaluation Committee.

1992, Charter Member, Lockheed-Martin/Department of Energy's K-25 Plant Adopt-A-School Committee.

1992, Science Fair Judge, ACTSO NAACP National Meeting, Nashville, TN.

1991 – 1992, Member, City of Oak Ridge Ad Hoc Committee to Assess Affordable Housing in Oak Ridge.

Recent Publications

Henry, N.D., Robinson, L., Johnson, E., Cherrier, J., and Abazinge, M. (2011). "Biodegradation of phenanthrene by *Acinetobacter calcoaceticus* supplemented with rhamnolipid biosurfactants." *Bioremediation Journal*. 15(2): 1-12.

Robinson, L. and Zhao, L. (2009). *Effects of sample and spectrum characteristics on cold and thermal neutron prompt gamma activation analysis in environmental studies of plants*. *J. Radioanal. Nucl. Chem., Articles* (In press)

Stanhope, A., Robinson, L. and Cassel Gardner, C. (2008). *Characteristics of Nutrient Transport from Tate's Hell State Forest into East Bay in Florida*. *Journal of Coastal Research, Special Issue 52*, 263-272 (2008).

Johnson, E., Apeti, A. D., Haynes, S., and Robinson, L. (2008) *Solute or Heat Transport in a Flat Duct*. *American Journal of Environmental Sciences* 4 (6): 721-726, 2008.

Surratt, D., Cherrier, J., Robinson, L. and Cable, J. (2008). *Chronology of Sediment Nutrient Geochemistry in Apalachicola Bay, Florida (USA)*, *Journal of Coastal Research* 24(3):660-671. 2008.

Zhao, L., Robinson, L., Paul, R.L., Greenberg, R.R., 2 S. L. Miao, L., (2007). *Application of Cold Neutron Prompt-Gamma Activation Analysis in Environmental Studies of Aquatic Plant*, *J. Radioanal. Nucl. Chem., Articles*, 271, No.3, pp 777-782. (2007)

Myles, L., Meyers, T. P. and Robinson, L. (2007). *Relaxed Eddy Accumulation*

Measurements Of Ammonia, Nitric Acid, Sulfur Dioxide And Particulate Sulfate Dry Deposition Near Tampa, FL, USA. Environ. Res. Lett. **2**, doi:10.1088/1748-9326/2/3/034004.

Haynes, S., Gragg, R., Johnson, E., Robinson, L., and Orazio, C. (2006). *An Evaluation of a Reagentless Method for the Determination of Total Mercury in Aquatic Life*, International Journal of Water, Air, and Soil Pollution **172**, 359-374 (2006).

Myles, L., Meyers, T. P. and Robinson, L. (2006). *Atmospheric Ammonia Measurement with an Ion Mobility Spectrometer*, Atmospheric Environment, Vol. 40, Issue 30, September, 2006, pp 5745 - 5752.

Apeti, D.A., Robinson, L. and Johnson, E. (2005). *Relationships Between Heavy Metal Concentrations in the American Oyster (Crassostrea virginica) and Metal Levels in the Water Column and Sediment in Apalachicola Bay, Florida*, American Journal of Environmental Sciences 1(3): 179-186 , 2005.

Apeti, D.A., Johnson, E. and Robinson, L. (2005). *A Model for Bioaccumulation of Metals in Crassostrea virginica from Apalachicola Bay, Florida*, American Journal of Environmental Sciences 1(3): 239-248 , 2005.

Zhao, L., Robinson, L., Paul, R. L., Greenberg, R. R. and Miao, S. L., (2004). *Determination of Carbon, Nitrogen, and Phosphorus in Cattail (Typha latifolia) using Cold Neutron Prompt Gamma Activation Analysis*, J. Radioanal. Nucl. Chem., Articles, **263**, 2004.

Robinson, L., Harwell, M., Gentile, J., and Forthman, C. (2002). *The Merging of Human and Ecosystem Dynamics in Coastal Zone Management Research. Proceedings of the Third Joint Meeting, Yokosuka, Kanagawa, Japan. Coastal Environmental Science and Technology Panel, U.S.-Japan Cooperative Program in Natural Resources*, pp.551-558, July 17-19, 2002.

Choi, Y., Wang, Y., Hsieh, Y. and Robinson, L. (2001). *Vegetation Succession and Carbon Sequestration in a Coastal Wetland in Northwest Florida: Evidence from Carbon Isotopes*, Global Biogeochemical Cycles **15** (2001) 311-319.

Other Publications

"Design and Applications of a ^{252}Cf Cold Neutron Source", E. Johnson, L. Robinson, and L. Zhao, *Trans. Am. Nucl. Soc.*, (2000), 321.

"Filament Metal Contamination and Raman Spectra of Hot Filament Chemical Vapor Deposited Diamond Films", P. Mehta Menon, A. Edwards, C.S. Feigerle, R. W. Shaw, D. W. Coffey, L. Heatherly, R.E. Clausing, L. Robinson, D.C. Glasgow, *Diamond and Related Materials* 8 (1999), 101-109.

"Study of the Neutron Flux in a Model for a Cf-252 Cold Neutron Source", L. Robinson, E. Johnson, L. Zhao, *J. Radioanal. Nucl. Chem., Articles*, 238, (1998), 25-28.

"A Novel Approach to Aluminum Determination in Biological Tissues Using a Pair of Pneumatic Tube Irradiation Facilities", D.J. Van Dalsem, L. Robinson, W.D. Ehmann, *J. Radioanal. Nucl. Chem., Articles*, 192, (1995), 131-138.

"Methods for Preparing Comparative Standards and Field Samples for Neutron Activation Analysis of Soil", D.C. Glasgow, F.F. Dyer, L. Robinson, *ibid.*

"Validation of NAA Data for a Background Soil Characterization Project", D.E. Vance, L. Robinson, *ibid.*

"Neutron Activation Analysis of Mercury in Air Monitors", D.C. Glasgow, L. Robinson, *Trans. Am. Nucl. Soc.*, Vol. 71 (1994), 154-155.

"Determination of Phosphorous Using (n,α) Nuclear Reactions, D.J. Van Dalsem, L. Robinson, W.D. Ehmann, *Trans. Am. Nucl. Soc.*, Vol. 71 (1994), 50-51.

"Research and Learning Opportunities in a Reactor Based Nuclear Analytical Laboratory", L. Robinson, D.H. Brown, *J. Chem. Ed.*, 71, (1994), 824-826.

- "The DOS 1 Neutron Dosimetry Experiment at the HB-4-A Key 7 Surveillance Site on the HFIR Pressure Vessel", K. Farrell, F. B. Kam, C. A. Baldwin, J. V. Pace, III, W. R. Corwin, L. Robinson, F. F. Dyer, F. M. Haggag, F. W. Stallman, B. M. Oliver, and L. R. Greenwood, ORNL/TM-12511 (1994).
- "Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, F.F. Dyer, D. W. Combs, J. W. Wade, J. E. Carlton, A. L. Ondracek, J. R. Stokely, J. Radioanal. Nucl. Chem., Articles, 179, No. 2, (1994), 305-313.
- "Neutron Activation Analysis of Background Soils at the ORNL Site", L. Robinson, F.F. Dyer, K. Phillips, D.C. Glasgow, Trans. Am. Nucl. Soc. Vol. 68A (1993), 175-176.
- "Neutron Activation Analysis and Multi-user Simulation Using A PC Based MCA", L. Robinson, F.F. Dyer, J.E. Carlton, Trans. Am. Nucl. Soc., Vol. 65, (1992), 167.
- "Proposed Neutron Activation Analysis Facilities in the Advanced Neutron Source", L. Robinson, F.F. Dyer, J.F. Emery, Nucl. Instr. Meth. Phys. Res., A299 (1990), 413-415.
- "Neutron Multiple Scattering and Absorption Factors", E. Johnson, L. Robinson, Rev. Sci. Instr., Vol. 60, No 11, 1989.
- "The Use of Automation with the New Pneumatic Irradiation Facility of the ORNL HFIR," ANS Transactions, Vol. 56, TANSAP 56 1-628 (1988), F. F. Dyer, L. Robinson, J. F. Emery.
- "Design and Use of the ORNL HFIR Pneumatic Tube Irradiation Systems", J. Trace and Microprobe Techniques, 6, 147 (1988), F. F. Dyer, J. F. Emery, L. Robinson, N. A. Teasley.
- "An Automated Fuel Element Scanning System", J. Radioanal. Nucl. Chem., 125, No.2,(1988) 317-331, L. Robinson, R.W. Hobbs, F.F. Dyer, L.P. Pugh, F.L. Snelgrove, N.A. Teasley.

"Nuclear Charge Distribution for A=121 from Thermal-Neutron Induced Fission of 235-U," L. Robinson, A. C. Wahl, T. M. Semkow, A. E. Norris, Phys. Rev. C 31, 1334 (1985).

"Yields of In and Sn Products from Thermal- and 14 Mev-Neutron Induced Fission of 235-U," T. M. Semkow, A. C. Wahl, L. Robinson, Phys. Rev. C 30, 1966 (1984).

Oral Presentations (Partial)

"Fractional Independent Yield Determination Using the SISAK Apparatus", L. Robinson, A. C. Wahl, T. M. Semkov, American Chemical Society National Meeting, Chicago, IL, September 8-13, 1985.

"An Automated Fuel Element Scanning System", L. Robinson, R. W. Hobbs, F. F. Dyer, L. P. Pugh, J. L. Snelgrove, and N. A. Teasley, 194th American Chemical Society National Meeting, New Orleans, LA, August 30 - September 4, 1987.

"The Use of Automation with the New Pneumatic Irradiation Facility of the ORNL HFIR," F. F. Dyer, L. Robinson, J. F. Emery, INVITED, American Nuclear Society Annual Meeting, San Diego, California. June 12-16, 1988.

"An Automated Fuel Element Scanning System", L. Robinson, R. W. Hobbs, F. F. Dyer, L. P. Pugh, J. L. Snelgrove, and N. A. Teasley, American Nuclear Society Topical Meeting: Industrial Radiation and Radioisotope Measurement Applications, Pinehurst, North Carolina, September 6-9, 1988.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented April 13-14, 1989, at Lincoln University (PA) Black Executive Exchange Program (BEEP) sponsored by MMES.

"Design and Use of a Proposed Californium Cold Neutron Source", L. Robinson, F. F. Dyer, and B. H. Montgomery, International Conference on Nuclear Analytical Methods in the Life Sciences, National Institute of Standards and Technology, Gaithersburg, MD, April 17-21, 1989.

"An Expert System for Gamma-Ray Spectroscopy", L. Robinson, Thirty-First ORNL/DOE Conference on Analytical Chemistry in Energy Technology, Gatlinburg, Tennessee, October 10-12, 1989.

"Neutron Activation Analysis Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, and J. F. Emery, INVITED, Winter Meeting of the American Nuclear Society, San Francisco, California, November 26-December 1, 1989.

"Proposed Neutron Activation Analysis Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, J. F. Emery, Seventh Symposium on X- and Gamma-Ray Sources and Applications, Ann Arbor, MI, May 21-24, 1990.

"Experimental Capabilities of the Proposed Neutron Activation Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, J. F. Emery, INVITED, Annual Meeting of the American Nuclear Society, Nashville, TN, June 10-14, 1990.

"Status of NAA Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, INVITED, Eighth International Conference on Modern Trends in Activation Analysis, Vienna, Austria, September 16-20, 1991.

"Status of NAA Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, INVITED, Thirty-Second ORNL/DOE Conference on Analytical Chemistry in Energy Technology, Gatlinburg, TN, October 1-3, 1991.

"Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, INVITED, Department of Chemistry, University of Kentucky, Lexington, January 24, 1992.

"A Search for Arsenic in Hair and Nail Remains of Former President Zachary Taylor by Neutron Activation Analysis (A Historical Perspective) ", L. Robinson, F. F. Dyer, G. R. Nichols, INVITED, 19th Annual WATtec Conference, Knoxville, Tennessee, February 18-21, 1992.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented March 25-27, 1992, Paine College, Augusta, GA. Black Executive Exchange Program (BEEP).

"Accountability Measurements at ORNL", L. Robinson, INVITED, Energy Systems' Five-Site Nondestructive Assay Measurements Meeting, K-25 Site, April 28-29, 1992.

"Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, et. al., INVITED, Second International Symposium on Nuclear Analytical Chemistry, Toronto, Ontario, Canada, June 3-5, 1992.

"Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, et. al., Eight Annual Waste Testing and Quality Assurance Symposium, Arlington, VA, July 13-17, 1992.

"A Search for Arsenic in Hair and Nail Remains of Former President Zachary Taylor by Neutron Activation Analysis (A Historical Perspective) ", L. Robinson, F. F. Dyer, G. R. Nichols, INVITED, University of Tennessee at Chattanooga, ORAU Traveling Lecture Program, January 25, 1993.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented March 24-25, 1993, Morris College, Sumter, SC.

"Neutron Activation Analysis of Background Soils at the ORNL Site", L. Robinson, F. F. Dyer, K. Phillips, G. C. Glasgow, INVITED, Annual Meeting of the American Nuclear Society, San Diego, CA, June 20-24, 1993.

"Neutron Activation Analysis: An Overview", L. Robinson, DOE Nuclear Waste Round Robin 7, Colorado Springs, CO, August 30-31, 1993, INVITED

"Maximizing the Cold Neutron Flux from a Cf-252 Source", L. Robinson, E. Johnson, L. D. Robles, Thirty-Fourth ORNL/DOE Conference on Analytical Chemistry in Energy Technology, Gatlinburg, TN, October 5-7, 1993.

"Neutron Activation Analysis Facilities in the Advanced Neutron Source", L.

Robinson, INVITED, Department of Nuclear Engineering Sciences, University of Florida, Gainesville, FL, March 17, 1994.

"Neutron Activation Analysis of High Purity Aluminum and Applications to On-Line Sorting of Aluminum Alloys", L. Robinson, ASME Aluminum Industry Workshop, Colorado Springs, CO, August 2-4, 1994.

"Nuclear Methods of Analysis in the Advanced Neutron Source", L. Robinson, F. F. Dyer, INVITED, Twenty-First Annual Conference of the Federation of Analytical Chemistry and Spectroscopy Societies, St. Louis, MO, October 2-7, 1994.

"Career and Collaborative Research Opportunities at Oak Ridge National Laboratory", L. Robinson, Langston University, Langston, OK, October 27-28, 1994.

"Standardization Problems in NAA Facilities Proposed for the ANS", L. Robinson, INVITED, Winter Meeting of the American Nuclear Society, Washington, D. C., November 13 - 17, 1994.

"Application of Nuclear Methods to Forensic Science", L. Robinson, Department of Chemistry, William Jewel College, Liberty, MO, March 29, 1995.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented March 27-28, 1995, LeMoyne-Owen College, Memphis, TN. Black Executive Exchange Program (BEEP).

"Application of Delayed Neutron Analysis to Nuclear Nonproliferation Programs", L. Robinson, D. C. Glasgow, Ninth International Meeting on Modern Trends in Activation Analysis, Seoul, Korea, September 24-30, 1995.

"Neutron Activation Analysis of Ancient Bone", L. Robinson, J. P. Young, E. A. Jerde, D. C. Glasgow, American Chemical Society National Meeting, New Orleans, LA., March 24-28, 1996.

Panelist, "New Directions: Building Relationships and Expanding Opportunities

with Minority Serving Institutions”, United States Department of Commerce, Washington, D.C., September 23, 1999.

Panelist, Cooperative Ecosystems Studies Unit Network Meeting. United States Department of the Interior, Washington, D.C., June 22-23, 1999.

Panelist, “Working Together”, Seventh Annual Department of Energy HBCU/MI Symposium. Miami, FL, March 16-17, 1999.

“Design and Testing of a Submersible Radon Detection System”

L. Robinson, W.C. Burnett, J. Weaver, and G. Kim, Methods and Applications of Radioanalytical Chemistry - V (Marc V), Kailua-Kona, Hawaii April 9-14, 2000.

“Biomonitoring and Biofiltration Studies Using Mosses and Lichens”, A. Apeti, L. Robinson, D.C. Glasgow, Third International Symposium on Nuclear Analytical Chemistry, Halifax, Canada, June 11-14, 2001, (Invited).

“The Merging of Human and Ecosystems Dynamics in Coastal Zone Management”, L. Robinson, M.A. Harwell, J.H. Gentile, C. Forthman, Third Meeting of the Coastal Environmental Science and Technology Panel of the U.S. – Japan Cooperative Program in Natural Resources, Yokosuka, Japan, July 17-19, 2002, (Invited).

Technical Meeting Organization

October 30 - November 1, 2006, Conference Co-Chair, National Oceanic and Atmospheric Administration Educational Partnership Program with Minority Serving Institutions, **4th Education and Science Forum**, Florida A&M University Tallahassee, Florida

May 8 – 10, 2003, Session Organizer Environmental Chemistry, Florida Section of the American Chemical Society. Orlando, FL.

March 30 – April 1, 2003, Conference Co-Chair, National Oceanic and Atmospheric Administration’s “Fourth Expanding Opportunities Conference on Oceanic and Atmospheric Sciences,” Tallahassee, FL.

2001 – 2003, Member, Technical Program Committee Sixth International Conference on Methods and Applications of Radioanalytical Chemistry, Kailua-Kona, Hawaii April 6-11, 2003.

May 10-11, 2001, Session Organizer Environmental Chemistry, Florida Section of the American Chemical Society. Orlando, FL.

April 1-3, 2001, Session Moderator National Oceanic and Atmospheric Administration's Expanding Opportunities Conference, Jackson, MS.

November 12-16, 2000, Session Chairperson, "Medical and Industrial Applications of Cf-252, American Nuclear Society International Winter Meeting, Washington, D.C.

November 12-16, 2000, Session Chairperson, "Neutron Detection, Spectrometry, and Dosimetry" American Nuclear Society International Winter Meeting, Washington, D.C.

March 16-17, 2000, Conference Co-Chairperson, Department of Energy's Biotechnological Oceans Margin Program, Tallahassee, FL.

November 14-18, 1999, Session Chairperson, "Role of Neutron Activation Analysis in the Certification of Reference Materials", American Nuclear Society Annual Meeting, Long Beach, CA.

April 19-23, 1999, Session Chair, "Facilities for NAA", Tenth International Conference on Modern Trends in Activation Analysis. NIH, Bethesda, MD.

November 9-13, 1997, Session Chair, "Environmental Assessment", 43rd Annual Conference on Bioassay, Analytical, and Environmental Radiochemistry. Charleston, S.C.

June 19 – 23, 1994, Session Organizer and Chair: "Automation in Nuclear Analytical Methods", Annual Meeting of the American Nuclear Society, New Orleans, LA.

June 10-14, 1990, Co-organizer and co-chairman, "Use of Artificial Intelligence and Expert Systems in Research Reactors and Nuclear Methods of Analysis", American Nuclear Society Annual Meeting, Nashville, TN.

November 26-December 1, 1989., Co-organizer, "Analytical Chemists and the Other ANS: The Advanced Neutron Source" American Nuclear Society Annual Meeting, San Francisco, CA.

Honors and Awards

2009, Florida A&M University, Environmental Sciences Institute Outstanding Faculty Award.

2007, Florida A&M University, Leadership Award.

2004, American Lung Association Tallahassee, FL, Community Service Award.

2003, Florida A&M University, The Ralph J. Bunche Award for International Achievement.

2002, Florida A&M University Special Recognition Award, "Exceptional Contribution to the Area of Grantsmanship."

1996, Distinguished Citizenship Award, Citizens for a Better Anderson County.

1994, Outstanding Community Service Award, Martin Marietta Energy Systems.

1994, Lockheed-Martin Energy Systems, Five Consecutive Years of Perfect Attendance Award.

1993, Nominated by Martin Marietta Energy Systems for National Point of Light Award.

1992, Citizen of the Year Award, Omega Psi Phi Fraternity, Inc. Zeta Gamma Gamma Chapter.

1992, Outstanding Scientific Achievement Award, East Tennessee Chapter, National Organization of Black Chemists and Chemical Engineers.

1991, Distinguished Service Award, NAACP, Oak Ridge, Tennessee Branch.

1991, Certificate of Appreciation, Oak Ridge National Laboratory Office of University and Education Programs.

1985, Outstanding Young Men of America.

1979, Outstanding Scholarship and Leadership Award, American Institute of Chemists Tennessee Division.

1979, Chi Beta Phi Honorary Scientific Fraternity.

1979, Phi Kappa Phi National Honor Society.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
September 13, 2012

SUBJECT: Public Notice of Intent to Promulgate New Board of Governors Regulation 3.001 Relating to Penalties for Failure to Report Child Abuse

PROPOSED COMMITTEE ACTION

Approve Public Notice of Intent to Promulgate New Board of Governors Regulation 3.001 relating to Penalties for Failure to Report Child Abuse

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 39.205, Florida Statutes

BACKGROUND INFORMATION

A new regulation is being proposed to implement the new statutory requirements in section 39.205, Florida Statutes. During the 2012 legislative session, section 39.205 was amended to authorize the Board of Governors to impose a million dollar penalty on a university if the Board determines that a university administrator or law enforcement agency willfully and knowingly failed to report known or suspected child abuse, abandonment, or neglect that occurred on university property or at a university-sponsored event or function to the Department of Children and Family Services. Although the statute provides for an administrative proceeding to be brought by a university that desires to challenge a determination made by this Board to impose a fine, it does not provide a process for the Board to use to investigate whether a statutory violation occurred. Consequently, the new regulation sets forth the internal process to be used by the Board's Inspector General for investigating whether there was a statutory violation, and which will culminate in a report to be presented to the Audit and Compliance Committee for a recommendation to the full Board.

Supporting Documentation Included: Proposed New Board Regulation 3.001

Facilitators/Presenters: Vikki R. Shirley

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3.001 Penalties for Failure to Report Child Abuse

(1) Definitions.

(a) For purposes of this regulation, the terms “abuse”, “abandonment”, “neglect”, and “caregiver” are defined as set forth in section 39.01, Florida Statutes.

(b) For purposes of this regulation, the term “administrator” means the following high level personnel who have been assigned the responsibilities of university-wide academic or administrative functions: university president, provost, senior/executive vice presidents, vice presidents, associate vice presidents, associate/vice provosts, deans, chief of police, equal opportunity programs director, intercollegiate athletics director, internal audit director, Title IX coordinator and university compliance officer.

(c) For purposes of this regulation, the term “law enforcement agency” means the campus police department established by each university. The chief of police is the reporting individual for each campus police department.

(2) Reporting Obligation.

(a) Each administrator who receives information from university faculty, staff or other employees of known or suspected child abuse, abandonment, or neglect committed on the property of the university or during an event or function sponsored by the university is required to report such information to the Florida Department of Children and Family Services.

(b) Each law enforcement agency that receives information of known or suspected child abuse, abandonment, or neglect committed on the property of the university or during an event or function sponsored by the university is required to report such information to the Florida Department of Children and Family Services.

(3) Penalties for Failure to Report.

(a) A fine of \$1 million shall be assessed against a university in the event the Board determines that a university administrator knowingly and willfully failed to report known or suspected child abuse, abandonment, or neglect to the Florida Department of Children and Family Services as set forth in paragraph (2)(a), or knowingly and willfully prevented another person from doing so.

(b) A fine of \$1 million shall be assessed against a university in the event the Board determines that a university law enforcement agency knowingly and willfully failed to report known or suspected child abuse, abandonment, or neglect to the Florida Department of Children and Family Services as set forth in paragraph (2)(b).

(4) Proceedings prior to Determination.

(a) Upon receipt of a credible allegation that a university administrator or law enforcement agency willfully and knowingly failed to report information of known or suspected child abuse, abandonment, or neglect as required by this regulation, the Board of Governors’ Office of Inspector General shall, in conjunction with an external

qualified investigative firm, conduct an investigation to determine if there exists sufficient evidence to support the allegation and the assessment of a fine as set forth in paragraph (3). The Inspector General shall submit its findings to the university, which shall have twenty (20) working days to submit a written response after receipt of such findings. The Inspector General shall provide a rebuttal, if any, to the university within twenty (20) working days after receipt of the university's response. The university's response and the Inspector General's rebuttal to the response, if any, shall be included in the final investigative report presented to the Board's Audit and Compliance Committee and the Chair of the university's Board of Trustees.

(b) The Board's Audit and Compliance Committee shall make a recommendation to the Board as to any action it deems appropriate based upon the results of the investigation.

(5) Additional Proceedings.

A university may challenge the Board's determination that there was a knowing and willful failure by a university administrator or law enforcement agency to report known or suspected child abuse, abandonment, or neglect in an administrative hearing conducted pursuant to section 120.57, Florida Statutes, within thirty (30) days of the date of the Board's determination.

Authority: Section 7(d), Art. IX, Fla. Const.; Section 39.205, F.S. New-- _____.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: Process for Appearance as Amicus in Litigation involving Matters of System-wide Importance

PROPOSED BOARD ACTION

Discussion of process for Board of Governors to appear as Amicus in litigation that involves postsecondary legal issues of system-wide importance

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

On occasion, litigation matters arise that involve legal issues of great public importance to the State University System. Normally, a state university board of trustees or recently, a Florida College System institution board of trustees, is a party to the litigation, but the legal issue involved has significant statewide implications for all public postsecondary institutions in Florida. In those rare instances, it would be beneficial to the State University System if the Board of Governors could make a limited appearance in the litigation as an amicus curiae to advise a court of the criticality of the legal issue and its impact on the State University System. Currently, the Board does not have a process whereby a decision can be made on the propriety of appearing as an amicus in a particular matter.

Supporting Documentation Included: None

Facilitators/Presenters: Vikki Shirley

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: Further Consideration of University Work Plans

PROPOSED BOARD ACTION

Provide universities with direction with regard to out-year portions of 2012-13 University Work Plans. Identify key system-wide issues as a result of Work Plan submissions. Consider Florida Agricultural and Mechanical University plan to increase retention and graduation rates, and to decrease student indebtedness.

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.

At its June 19-20, 2012 meeting, the Committee considered for approval those portions of 2012 University Work Plans associated with the 2012-13 academic year. In addition, the Committee identified issues associated with out-year portions of University Work Plans that need further attention in the submission of next year's University Work Plans.

As a result of University Work Plan presentations, dialogue, and deliberations, staff prepared a list of issues that appear to be impacting multiple institutions across the State University System. Staff was further directed to provide a list of issues that had been raised for each institution during the course of presentations, dialogue, and

deliberations. In addition, Florida Agricultural and Mechanical University was directed to submit a plan and to make a presentation at the Committee's September 2012 meeting with regard to its strategies for improving retention and graduation rates, and for reducing student debt.

State University System Key Issues

1. Improving retention and graduation rates. All but a few SUS institutions need to increase performance on these two key indicators, and all institutions need to articulate their plans for achieving aspirational goals, and identify the associated resources necessary to reach those goals.
2. Increasing STEM production. SUS Strategic Plan goals will not be realized at the current rate of degree production.
3. Reducing student debt. Several SUS institutions have high levels of student debt.
4. Academic Program duplication. Program duplication continues to be in evidence.
5. Excess hours. Per Board Regulation 7.003, all state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education will pay an excess hour fee, per the following schedule, for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled:
 - Entry prior to fall 2011: 50% of undergraduate tuition for each credit hour in excess of 120%
 - Entry in fall 2011: 100% percent of undergraduate tuition for each credit hour in excess of 115%
 - Entry in fall 2012: 100% of undergraduate tuition for each credit hour in excess of 110%

This policy, derived from Florida Statute, may have a significant impact on SUS students which could, in turn, impact enrollments, retention, and graduation rates.

Institution-specific Issues To Be Addressed In Future Work Plans

University of Central Florida

- Retention and Graduation
 - A plan to raise its graduation rates, and to close the gap between 4-year and 6-year graduation rates.
- Enrollment and Growth
 - A plan to address the high student-faculty ratio.
 - A definitive long-term enrollment plan to the year 2025, with determinations as to the levels and types of growth expected (undergraduate, graduate, e-learning) and the programmatic areas in which growth is expected.

- Stem Production
 - A plan to increase STEM degree productivity at all levels.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Public Health, a master's in Biomedical Engineering, a doctorate in Public Health, and a doctorate in Biomedical Engineering.

Florida International University

- Retention and Graduation
 - A plan to increase two-year transfer, four-year, and six-year graduation rates.
- STEM Production
 - A plan for increasing STEM degree production.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Anthropology, a bachelor's in Interdisciplinary Studies, a bachelor's in Biochemistry, a (graduate level) Physician Assistant program, a doctorate in Administration of Justice, a doctorate in Linguistics, a doctorate in Mathematical Science, and a doctorate in Pharmacy.

University of West Florida

- Retention and Graduation
 - A plan to improve two-year transfer, four-year, and six-year graduation rates as well as retention rates.
- Enrollment and Growth
 - A plan for maintaining quality while substantially increasing enrollments at the undergraduate (FTIC) level.
- STEM Production
 - A plan to increase STEM production.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Mechanical Engineering, a doctorate in Nursing Practice, and a doctorate in Physical Therapy.

Florida State University

- Resources
 - A plan for recruiting and retaining top-tier faculty, and ensuring that the University's research potential increases.

- Provision of timelines for invitation to the Association of American Universities, given scenarios of current, increased, and reduced funding.
- STEM Production
 - A plan for increasing STEM production.

University of Florida

- Research/Research Focus
 - A plan to address faculty hiring, with particular attention to hiring at appropriate levels in order to invest in building future research potential.
 - An identification of the strategic set of academic/research subdisciplines UF will target as priorities.

University of South Florida

- Resources/Research Focus
 - A plan and timeline associated with reaching AAU eligibility, given scenarios of current, increased, and reduced funding.
 - An identification of the most key areas of research at USF Tampa in which USF intends to invest resources.
- Retention and Graduation
 - A plan to increase graduation rates and to reduce the gap between four- and six-year graduation rates.
- Student Debt
 - A plan for reducing student debt.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Marine Science (St. Petersburg campus), a bachelor's in Biology (Sarasota Manatee campus), a master's in Diplomacy and Strategic Studies (Tampa campus), a graduate level Physician Assistant program (Tampa campus), a master's in Accountancy (St. Petersburg campus), a master's in Non-Profit Leadership and Management (St. Petersburg campus), an Education Specialist degree in Special Education and English as a Second Language (St. Petersburg campus), a master's in Social Science Education (Sarasota Manatee campus), a doctorate in Cell and Molecular Biology (Tampa campus), a doctorate in Integrative Biology (Tampa Campus), and a doctorate in Rehabilitation Sciences (Tampa campus).

Florida Atlantic University

- Mission
 - A plan to reconcile the University's performance on key performance indicators at the undergraduate level with its focus on graduate education and research.

- Research Focus
 - A plan for reaching the goal of doubling funded research in five years.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Environmental Education, a bachelor's in Environmental Engineering, a master's in Instructional Technology, a master's in Secondary Education, a master's in Educational Psychology, and a doctorate in Civil Engineering.

New College of Florida

- Retention
 - A plan for increasing retention rates.
- Resources
 - A plan for addressing facilities issues.
 - A plan for reaching New College's goal of a six-year \$60M endowment-raising campaign.
- Academic Programs
 - A plan for maintaining New College's national, faculty-intensive reputation in light of the budget reductions that impact faculty hires.

Florida Agricultural and Mechanical University

- Mission
 - A reprioritization of Work Plan Goals to reflect a commitment to improve undergraduate key performance indicators.
- Retention and graduation
 - A detailed plan for improving retention and graduation rates.
- Enrollment and Growth
 - A plan for reducing the number of profile admits, and/or for increasing their graduation rates; consideration of a plan for directing more potential profile admit students to the Florida College System.
- Student Dept
 - A plan for reducing student debt.
- Academic Programs
 - A reconsideration of graduate program expansion until such time as performance on undergraduate key performance indicators are at an acceptable level.
 - Removal of a Doctor of Dental Medicine from the University's Work Plan.
 - A plan for increasing passage rates in Physical Therapy, Occupational Therapy, and Law.
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Food Sciences, a bachelor's in Digital Media, a bachelor's in

Health and Fitness, a master's in Biomedical Sciences, a master's in Health Informatics, a master's in Golf Management, a doctorate in Chemistry, a doctorate in Nursing Practice, and a doctorate in Public Health.

University of North Florida

- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Environmental Management, a master's in International Affairs, and a master's in Social Work.

Florida Gulf Coast University

- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Digital Media Design, and a doctorate in Nursing Practice.
 - A plan to ensure that programs performing at lower than national/state benchmarks on licensure passage rates perform at an appropriate level.

Supporting Documentation Included:

To be provided

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: Public Notice of Proposed New Board of Governors Regulation 6.013 Military Veterans and Active Duty

PROPOSED BOARD ACTION

Consider approval of the public notice of proposed new Board of Governors Regulation 6.013 Military Veterans and Active Duty

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Proposed Regulation 6.013 provides guidance regarding special support for students who are military veterans of the United States Armed Forces or who are currently active duty members. Minimum university board of trustee policy and process expectations regarding the acceptance of college credit for military training and education coursework are specified. Additionally, priority course registration for veterans receiving GI Bill educational benefits and for the spouse or dependent children of veterans to whom the GI Bill benefits have been transferred is required if the university offers priority course registration to another segment of the student population. The regulation follows implementation of sections 1004.075 and 1004.096, Florida Statutes, by the 2012 Legislature as approved by Governor Scott.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Proposed Regulation 6.013 in Academic and Student Affairs Committee Materials

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.002
Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

PROPOSED BOARD ACTION

Consider approval of the public notice of intent to amend Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Regulation 6.002 provides statewide minimum admission criteria for undergraduate first-time-in-college, degree-seeking freshmen. Amendments to this regulation include both technical changes and new regulatory guidance. The technical changes involve clarifying that students taking the ACT for admission purposes must take the ACT Plus Writing. In addition, the section regarding criteria for students applying through spring 2011 was removed.

New language was added to the list of electives to allow Department of Education "Level III" (i.e., rigorous academic and performance standards) courses within the career and technical education classification. Finally, a short explanation of requirements for students presenting General Education Development (GED) credentials was added.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Proposed Regulation 6.002 in Academic and Student Affairs Committee Materials

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012

SUBJECT: Public Notice of Proposed New Board of Governors Regulation 6.008
Postsecondary College-Level Preparatory Testing, Placement, and Instruction
for State Universities

PROPOSED BOARD ACTION

Consider approval of the public notice of proposed new Board of Governors Regulation 6.008 Postsecondary College-Level Preparatory Testing, Placement, and Instruction for State Universities

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Proposed Regulation 6.008 provides direction for state universities regarding the further assessment, placement, and instruction of students who fall below college level assessment standards. The proposed regulation provides the similar standards as those required by the State Board of Education for Florida College System institutions, thereby providing smooth articulation between institutions. This factor is critical as Florida Agricultural and Mechanical University is the only university currently authorized to provide developmental education for remediation.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Proposed Regulation 6.008 in Academic and Student Affairs Committee Materials

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: Jewish Museum of Florida to be a Special Purpose Center of Florida
International University

PROPOSED BOARD ACTION

Consider for approval the Jewish Museum of Florida to be a Special Purpose Center of Florida International University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board Regulation 8.009

BACKGROUND INFORMATION

Florida International University (FIU) is requesting that the Jewish Museum of Florida (JMOF) be approved as a Special Purpose Center in accordance with Board Regulation 8.009, Educational Sites. The proposal states that the "JMOF facility and its collection of archival materials will enhance the development of existing and new curriculum at FIU by intensifying collaboration within the School of International and Public Affairs, as well as other units in the College of Arts & Sciences. This includes the Departments of History, Religious Studies, English, Global and Sociocultural Studies, Politics and International Relations and the programs in European Studies, Judaic Studies, Middle East Studies, Sephardic Studies, Spirituality and Women's Studies."

No full degree programs will be offered at the site and FIU will submit appropriate documentation to the Southern Association of Colleges and Schools to ensure the new site is covered under its regional accreditation. The museum itself is accredited by the American Association of Museums and that accreditation will be continued. It is expected that over 300 students will take courses at the special purpose center in year one and by year five approximately 1,000 students will be enrolled in courses at JMOF.

Supporting Documentation Included: Proposal in Academic and Student Affairs
Committee Materials

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012

SUBJECT: 2013-14 State University System Fixed Capital Outlay Legislative Budget Request

PROPOSED BOARD ACTION

Review and approve the 2013-2014 SUS Fixed Capital Outlay Legislative Budget Request.

Authorize the Chancellor, State University System of Florida, to make revisions to the 2013-2014 SUS Fixed Capital Outlay Legislative Budget Request.

Approval is recommended by the Chancellor.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The requested budget provides the State University System of Florida continued capital outlay support and has been prepared in accordance with statutory requirements and guidelines adopted by the Board of Governors on March 22, 2012. All university fixed capital outlay budget requests have been approved by the institutional boards of trustees.

Specific Fixed Capital Outlay Appropriation Requests

- ◆ **The 2013/2014-2015/2016 SUS Three-Year Public Education Capital Outlay (PECO) Request** provides funding to meet identified academic and academic support facility needs based upon statutory revenue allocation constraints. (**Attachment I**)

- ◆ **Board Request for PECO Remodeling/Renovation/Repair/Maintenance Formula Funds Appropriation** represents a system-wide request for funds used to expand or

upgrade educational facilities to prolong the useful life of the plant, pursuant to statute. **(Attachment II)**

- ◆ **The 2013/2014 Alec P. Courtelis Facility Enhancement Challenge Grant Program** requires funding to match private donations which were received by June 30, 2011. **(Attachment III)**
- ◆ **A Request for Capital Improvement Trust Fund Debt Service Appropriation** provides the spending authority necessary to satisfy the debt service requirements of previously issued long term debt. **(Attachment IV)**
- ◆ **A Request for Legislative Authorization for State University System Fixed Capital Outlay projects requiring General Revenue funds to Operate and Maintain** **(Attachment V)** provides the spending authority for plant and maintenance operations.

Supporting Documentation:

To Be Provided

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: Authorization of Florida Gulf Coast University Renaming of the Academic 5 Building

PROPOSED BOARD ACTION

Authorize the re-naming of Florida Gulf Coast University's from Academic 5 Building to "Charlie B. Edwards Hall."

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Board of Governors Regulation 9.005, Naming of Buildings and Facilities.

BACKGROUND INFORMATION

The Florida Gulf Coast University Board of Trustees approved re-naming the Academic 5 Building to be "Charlie B. Edwards Hall" at its meeting held April 17, 2012. The proposed naming resolution recognizes the service of Charles B. Edwards to the State of Florida, Southwest Florida, and Florida Gulf Coast University with the re-naming of Academic Building 5 in his honor. The proposed resolution to name the "Charles B. Edwards Hall" ("*Edwards Hall*") is in keeping with this area of the campus' buildings named for individuals who made significant contributions to FGCU through their exceptional leadership and vision.

Board regulation 9.005 requires that the naming of any university facility for an active member of the State University System be authorized by the Board of Governors. Currently, Mr. Edwards serves as a member of the University of Florida's Board of Trustees. The naming decision meets all requirements of FGCU's procedure for naming, including approval by the appropriate university committees; therefore a formal naming exemption is requested.

Supporting Documentation Included: Board of Trustee Agenda Item and Resolution

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012

SUBJECT: A Resolution of the Board of Governors Authorizing the Issuance by the Florida Gulf Coast University Financing Corporation of Tax-Exempt Revenue Bonds to Finance the construction of a Student Residence Facility on the Main Campus of the Florida Gulf Coast University.

PROPOSED BOARD ACTION

Adoption of a resolution approving the issuance of fixed rate, tax-exempt revenue bonds, by the Florida Gulf Coast University Financing Corporation (“Corporation”), in an amount not to exceed \$30,000,000 for the purpose of financing a Student Residence Facility on the main campus of Florida Gulf Coast University (“the Project”).

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

Florida Gulf Coast 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 the thirteenth in a series of student housing projects which began in 1997 and the fifth in the South Lake Village Residence Life Enhancement Project. The proposed project will be constructed as a six (6) story building and will consist of approximately 520 beds. The Project is consistent with the University’s Campus Master Plan. The total Project construction cost is expected to be \$25.7 Million. The construction will be accomplished through a guaranteed maximum price construction contract.

The Corporation, a direct support organization of Florida Gulf Coast University, proposes to issue up to \$30,000,000 of fixed rate, tax-exempt, revenue bonds to finance the construction of the project, fund capitalized interest during construction and pay costs of issuance. The bonds will mature thirty (30) years after issuance with level annual debt service payments.

The debt service payments will be funded from revenues generated from the operations of the University housing system, after payments of operation and maintenance costs. Revenues are generated primarily from room rentals, summer special event rentals, damage deposit forfeitures and other miscellaneous collections. The Bonds will be issued on parity with the outstanding Florida Gulf Coast University Financing Corporation Capital Improvement Revenue Bonds with a current aggregate principal amount of approximately \$170,180,000 for student housing.

Projections provided by the University indicate that sufficient net revenues will be generated to pay debt service on the Series 2013A Bonds and the outstanding parity bonds.

The Series 2013A Bonds will be issued as fixed rate revenue bonds.

The Florida Gulf Coast Financing Corporation Board of Directors, at a meeting held on June 6, 2012, and the Florida Gulf Coast University Board of Trustees, at its June 19, 2012 meeting, approved the Project and the financing thereof.

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

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012

SUBJECT: 7.003 – Fees, Fines and Penalties

PROPOSED BOARD ACTION

Approve public notice of intent to amend Regulation 7.003.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This fall universities will begin considering potential new fees to be implemented for fall 2013. The current regulation requires notification in the fall of potential fees that are being considered with final submissions in January. The Budget and Finance Committee then meets in February to consider new fees with the full Board acting upon any Committee recommendations at the next scheduled meeting.

At the June 2012 Committee meeting a modified regulation was presented that:

- Moved the submission date from January to March. This would mean that fee considerations would be held at the June Committee meeting.
- Clarified that the new fee should be for new services or activities that are not currently supported by educational and general funds.
- Prohibits the fee from supplanting other revenue that fund a service or activity.

Supporting Documentation Included: Information located in the Budget & Finance Committee agenda materials

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: 7.015 Florida National Guard Educational Assistance Program

PROPOSED BOARD ACTION

Approve public notice of intent to repeal Regulation 7.015.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

A change in statute eliminated references to the Board of Governors and the State Board of Education and eliminated the tuition exemption program. The Adjutant General is solely responsible for this program and shall pay an amount equal to the amount that would be required to pay for the average tuition and fees if an appropriation is made by the Legislature.

Supporting Documentation Included: Information located in the Budget & Finance Committee agenda materials

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012

SUBJECT: Regulation 7.008 – Waiver of Tuition and Fees

PROPOSED BOARD ACTION

Approve public notice of intent to amend Regulation 7.008.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

With the repeal of Regulation 7.015, Section 8 of this regulation pertaining to the Florida National Guard is no longer necessary.

Supporting Documentation Included: Information located in the Budget & Finance Committee agenda materials

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2012**

SUBJECT: Optional Retirement Program (ORP)

PROPOSED BOARD ACTION

Approve the recommendation from the Council of Administrative and Financial Affairs regarding the services to be provided by ORP vendors.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Section 121.35(6) Florida Statute

BACKGROUND INFORMATION

Section 121.35 Florida Statute establishes the ORP for the SUS. The Department of Management Services (DMS) manages the program on behalf of the SUS. The statute requires the Board of Governors to make recommendations on what types of services should be included in the program and on the number of investment providers from which ORP contracts may be purchased.

The current providers and number of SUS participants:

- ING (3,042 participants)
- Jefferson national Life Insurance Co (134 participants)
- MetLife Investors USA Insurance Co (1,853 participants)
- TIAA-CREF (teachers insurance & annuity association - college retirement equities fund) (8,870 participants)
- VALIC retirement (4,615 participants)

The statute previously limited the number of investment providers to no more than five; however, during the 2012 session Senate Bill 198 passed increasing the number of investment providers to six.

The contracts for the current providers expire on January 1, 2015. The DMS has initiated the process to begin the competitive process to not only select a sixth vendor, but also providers whose contracts will expire in two years.

In a letter to Governor Colson on July 12, 2012, DMS requests that the Board provide the following recommendations on the contract to be provided:

1. The nature and extent of the rights and benefits in relation to the required contributions; and
2. The suitability of the rights and benefits to the needs of the participants and the interests of the institution in the recruitment and retention of eligible employees.

Pursuant to Section 121.35, Florida Statute, this information needs to be submitted to DMS by October 12, 2012.

During an update to the Budget and Finance Committee in June it was recommended that the Council of Administrative and Financial Affairs (CAFA) take the lead on developing the recommendations for the Board to consider.

Supporting Documentation Included: Information located in the Budget & Finance Committee agenda materials

**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
September 13, 2011**

SUBJECT: 2012-2013 State University System Operating Budget

PROPOSED BOARD ACTION

Approve the 2012-2013 State University System Operating Budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Each state university is required to submit a detailed operating plan for each budget entity for the 2012-2013 fiscal year. The State University System (SUS) operating budget consists of five different budget entities; 1) Education and General, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans.

The overall decrease in estimated expenditures reported by the universities is due primarily to a reduction in Education and General appropriations by the 2012 Legislature and a slight decrease in anticipated contract & grants activity. These declines are somewhat offset by modest increases in auxiliary enterprises and student activity expenditures, increased student financial aid distributions, utilization of revenues generated from the technology fee and newly-established Board-approved local fees, and additional costs associated with other service related operations. Universities are also planning to utilize prior period carryforward funds to support continuing operations in light of state budget reductions absorbed during the previous four fiscal years.

1. The Education and General Budget Entity (E&G) includes the allocation of funds appropriated by the 2012 Legislature, student tuition, and other previously appropriated funds. The E&G budget entity contains resources that provide educational opportunities to citizens through instructional programs; research directed toward solving technical, social, and economic problems facing the state and nation; and public service programs.

Universities have flexibility in the development of the E&G operating budget but must report in the traditional SUS categories.

- 2) The Contracts and Grants budget entity supports research and public service through awards from federal, state, and local sources.
- 3) Auxiliary Enterprises is comprised of ancillary support units such as student housing, food service, bookstores, parking services, and computer support.
- 4) The Local Funds entity consists of operating resources for student activities, athletics, concessions, student financial aid, technology fee, Board-approved local fees, and self-insurance programs.
- 5) Finally, the Faculty Practice Plans provide for clinical activities associated with the University of Florida and University of South Florida Health Centers, and the Florida State University, University of Central Florida, and Florida International University Medical Schools.

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

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

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

Supporting Documentation Included: Information located in the Budget & Finance Committee agenda materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13, 2011**

SUBJECT: 2012-2013 Board General Office Budget

PROPOSED BOARD ACTION

Approve the 2012-2013 Board General Office Budget and authorize the Chancellor to make changes as necessary to support office functions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, 2012 Legislative Appropriation

BACKGROUND INFORMATION

The Board General Office budget for 2012-13 totals \$6.3 million. The 2012 Legislative appropriation allocates these funds by specific category and funding source as follows:

Appropriation Category	Appropriation
Salaries & Benefits - GR	\$4,282,130
Salaries & Benefits - Trust Funds	\$656,358
Other Personal Services - GR	\$49,373
Other Personal Services - Trust Funds	\$20,000
Expenses - GR	\$548,977
Expenses - Trust Funds	\$271,799
Operating Capital Outlay - GR	\$11,782
Operating Capital Outlay - Trust Funds	\$5,950
Contracted Services - GR	\$405,567
Contracted Services - Trust Funds	\$23,000
DMS - HR Services - GR	\$18,432
DMS - HR Services - Trust Funds	\$2,405

Data Processing Services - GR	\$25,177
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Each funding source and category has specific restrictions on spending funds from that appropriation. Appropriations are allowed to be transferred between categories via budget transfers filed with the Governor’s Office. These transfers cannot exceed 5 percent or \$250,000 whichever is greater. Any transfers in excess of this amount must be approved by the Legislature and Governor through an established budget amendment process.

Funding Source:

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

Appropriation Category:

- Salaries & Benefits – salaries and benefits associated with 52 authorized positions.
- Other Personal Services – these funds are utilized for temporary employment. The Board utilizes university students to supplement basic phone coverage and other office needs.
- Expenses – these funds are utilized for basic operating expenses such as travel, rent, office supplies, or equipment costing less than \$1,000.
- Operating Capital Outlay – these funds are utilized for items costing more than \$1,000, such as computers or furniture.
- Contracted Services – these funds are utilized for any service requiring a contractual agreement. For example, the consultant hired to perform the Online University Study is funded from this category.
- DMS - HR Services – these funds are transferred to the Department of Management Services to cover the costs associated with the State’s PeopleFirst System.
- Data Processing Services – these funds are transferred to the Northwest Regional Data Center to pay for data storage services.

Supporting Documentation Included: Information located in the Budget & Finance Committee agenda materials

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
September 13 2012**

SUBJECT: 2013-14 State University System and Board General Office Legislative Budget Request

PROPOSED BOARD ACTION

Approve the 2013-14 operating Legislative Budget Request for the State University System and the Board General Office and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System and a Board General Office Legislative Budget Request (LBR) for state appropriated operating funds. Both budgets must be reviewed and recommendations made on the issues to be included in the 2013-14 LBR. In accordance with Section 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and pursuant to the LBR instructions will be presented to the Legislature and Governor on October 15.

State University System (SUS):

For the SUS, total funding of \$4.2 billion (\$2.4 billion in state support and \$1.8 billion in tuition) is requested to support a projected enrollment of approximately 340,000 students and 60,000 faculty and staff. Two major components drive the proposed budget; metric based performance funding of approximately \$118 million and the major gift matching program of \$286 million.

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

- A. The E&G core budget increase assumes no tuition increase and focuses on three main components; continued funding for plant operations and maintenance for new and existing facilities, year two of performance funding for Information

Technology, and funding to improve work plan performance metrics. The net increase to the E&G core budget is \$172 million or a 5.4% increase over the recurring base budget. With the adoption of the proposed LBR, the SUS core E&G appropriation per full-time equivalent student will increase by \$588 to \$11,459.

- B. The special units/state initiatives portion of the budget requests an increase of \$304 million and focuses on continued support of the new medical schools and matching funds for private donations.

Board General Office:

The Board General Office requests a continuation budget of \$6.0 million to support 52 positions and associated operating expenses. This request is a continuation budget, thus no increase is requested.

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

Supporting Documentation Included: Information located in the Budget & Finance Committee agenda materials