



# UNIVERSITY OF FLORIDA

## BOARD OF TRUSTEES RESOLUTION

**Number:** R08-47

**Subject:** Resolution for Approval of the University's Fiscal 2009  
Budget Reduction Plan and Associated Actions

**Date:** May 14, 2008

The University of Florida Board of Trustees (Board) hereby adopts the following Resolutions:

(A) RESOLVED: That the Board finds and adopts the facts and judgments that are set forth in Appendix A.

(B) RESOLVED: That the Board finds the criteria, special joint governance review processes and other processes developed by or at the behest of the President and used by the President, Deans and Vice Presidents to develop the President's Fiscal Year 2009 budget reduction proposal to the Board, as summarized in Appendix B, to be appropriate and necessary and to have been properly developed, applied, conducted and fulfilled by the President, Deans and Vice Presidents. Further, that the Board adopts the criteria and processes in Appendix B for its approval of the Fiscal Year 2009 budget reduction proposal and the University's associated actions.

(C) RESOLVED: That the Board approves and adopts the President's budget reduction proposal which is summarized in Appendix C, including the reductions, changes and other actions, academic and administrative, that are reflected in or arise from said proposal. Further, that the Board recommends to the Board of Governors for its final approval, elimination of all doctoral and professional degree programs included in this Board-approved proposal.

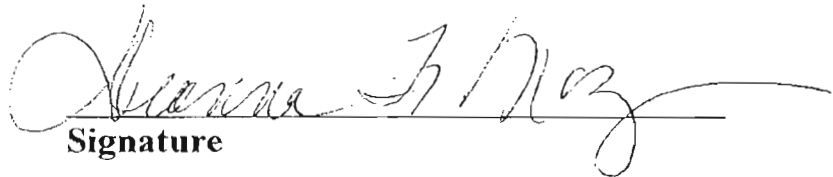
(D) RESOLVED: That, in connection with the Board-approved budget reduction proposal and notwithstanding any other Resolution, the Board authorizes the President, in his discretion but **subject to** the limitations set forth below: (i) to defer for up to 60 days

from the date of these Resolutions the implementation of any academic degree program elimination and/or academic department consolidation or elimination to allow for additional faculty review and comment through the Faculty Senate or any of its committees; (ii) to modify, or create any new, special joint governance review processes and any other processes; and (iii) to modify the Board-approved budget reduction proposal and processes as a result of such faculty review and comment and/or further deliberations of the President.

The following limitations apply to the President's exercise of his authority under this Resolution D:

- (i) the President shall find that his action is appropriate, in the interest of the University, and complies with applicable laws;
- (ii) the President shall not decrease the total amount of the University's budget reduction as reflected in Appendix C and shall continue to equally apply the percentage reduction to all colleges, the Institute of Food and Agricultural Sciences, and equivalent administrative units in the overall manner reflected in Appendix C;
- (iii) the President shall not delay the implementation of lay offs and other actions to achieve the total University budget reduction in Appendix C, other than such limited lay offs and other actions, if any, as the President determines in his discretion, must be delayed during the up to 60 day review period in connection with additional review;
- (iv) the President shall notify the Board Chair and Chair of the Education Policy and Strategy Committee of the Board of any changes constituting school or academic department consolidation or elimination;
- (v) the President [a] shall notify the Board of Governors of any degree program, center and institute eliminations; [b] shall obtain the University Board's approval and the Board of Governors' final approval of any doctoral and professional degree program eliminations and any center or institute elimination with a state-wide mission; and [c] shall obtain the University Board's approval of any additional degree program eliminations.

**IN WITNESS WHEREOF** I have hereunto set my hand and affixed the seal of the University of Florida this May 14, 2008.

  
Signature

## ***APPENDIX A***

### **TO UNIVERSITY OF FLORIDA BOARD OF TRUSTEES RESOLUTIONS OF MAY 14, 2008: FINDINGS**

- 1) The most significant reduction in public funding for public higher education and other programs in Florida in approximately 37 years has resulted in the greatest reduction in state funding for the University of Florida in the same period. The University must reduce its budget by approximately \$69 million in Fiscal Year 2009, over state funding levels in Fiscal Year 2007. This constitutes an approximately 10 percent reduction in the University's budget over this period and is effective on July 1, 2008. The University's Fiscal Year 2009 budget reductions include continuation of \$22 million in state funding reductions in Fiscal Year 2008 and \$47 million in reductions first covered with recurring funds in Fiscal Year 2009. The \$47 million reduction covers additional Fiscal Year 2008 funding reductions previously covered with one-time funding, new Fiscal Year 2009 funding cuts, and uncertainties in lottery and tuition resources, and helps the University prepare for sustained and, possibly, additional state funding reductions in Fiscal Year 2010.
- 2) The Board and President strongly support joint governance with the faculty on matters affecting the academic affairs of the University. The Constitutions and Bylaws of the University's Faculty Senate and Colleges are not University regulations, but generally reflect principles and internal operating processes for faculty involvement in matters affecting the academic interests of the University. However, these processes are not designed for the broad scope and large scale budget reductions, or for the truncated implementation schedule, that are affecting the University at this time.
- 3) The Constitution and Bylaws of the University's Faculty Senate acknowledge that they are subordinate to directives of the Board of Governors, directives of the Board, University regulations, and Florida law and acknowledge the President's veto authority. The Colleges' constitutions and bylaws are also subject to these limitations. The historic adverse state financial circumstances affecting the University at this time require the President and Board to take unusual steps to meet the University's budget needs in an adequate and timely manner and this requires special joint governance processes.

**APPENDIX B**  
TO UNIVERSITY OF FLORIDA BOARD OF TRUSTEES RESOLUTIONS  
OF MAY 14, 2008: **CRITERIA AND PROCESSES**

**I. Criteria For The University's Fiscal Year 2009 Budget Reductions and Associated Actions**

Programmatic criteria, not any associated individual's employment performance, determine the reductions, changes and other actions, administrative and academic (including without limitation termination of academic degree programs, institutes and centers), taken by the University in Fiscal 2009. The following criteria, as determined by the President and Board, apply:

- (a) the University's core education, research and service (including economic development) mission;
- (b) students', the state's and the nation's needs and demands;
- (c) reducing duplicative activities, efficient allocation of resources, productivity and cost effectiveness;
- (d) the University's goals, including but not limited to those in the strategic work plan and Board goals for the President, and academic judgments on vision and priorities;
- (e) in planning to address the effects on faculty, the parameters established in the University's lay off regulations and collective bargaining agreements' lay off provisions, as applicable, and the objective to avoid laying off tenured faculty if reasonably possible;
- (f) an objective to exclude the University Libraries from the budget reductions if reasonably possible; and/or
- (g) an objective to address unavoidable utilities costs and foster the safety and security of our campus.

Any student who is in good standing and on track to complete a degree in any program that is slated for elimination will be given an opportunity to complete the degree to the greatest extent practicable under the circumstances, as determined by the President or his designee.

Any impacts of the reductions on broad diversity of the faculty and student body, including their racial, ethnic and gender diversity, will be assessed by the Deans and Vice Presidents, who will keep the impacts in mind while continuing their ongoing efforts to support the diversity objectives of the University's strategic work plan and presidential goals. The outcome of these efforts will be reported to the Board.

**II. Fiscal Year 2009 Budget Reduction Proposal Development and Approval Processes**

Based on the findings in Appendix A, the following special joint governance and other processes apply to the University's budget reductions and associated actions, including elimination of academic programs, centers and institutes and other changes affecting academic affairs:

1. February 2008: The President informs the Deans and Vice Presidents that they will need to recommend cuts of 6 percent in each academic and administrative area's state funded budget for Fiscal Year 2009, on top of the 4.3 percent budget reduction in Fiscal Year 2008;
2. March 2008: The Deans and Vice Presidents expeditiously develop their budget reduction recommendations to the President. To the extent each Dean or Vice President determines, in his or her discretion, that it is feasible to do so and still meet the President's budget reduction and timing needs, the Deans and Vice Presidents may consult within the colleges and administrative areas.
3. March, April and May 1-4, 2008: The President and Senior Vice Presidents consider the recommendations developed by the Deans and Vice Presidents, as well as the Florida appropriations act of May 2, 2008.
4. May 5, 2008: The President completes the University's Fiscal Year 2009 budget reduction proposal; makes it available to the Deans and Vice Presidents; they attempt to inform affected individuals, departments and units; then the proposal is publicly posted on the President's web page, released to the Faculty Senate Steering Committee for its review and input, and communicated to the University community; and a Faculty Senate web page, <http://www.senate.ufl.edu/budget/response-form.html> , is made available to faculty for questions and comments, due on May 8, 2008.
5. May 8, 2008: The Faculty Senate Steering Committee considers and discusses the proposal at a noticed public meeting attended by the President.
6. The President receives and considers faculty and Steering Committee comments and consults with Deans, Vice Presidents and others, as needed, prior to finalizing his proposal to the Board.
7. May 14, 2008: The Board reviews the President's proposal and approves the University's budget reductions at a noticed public meeting, including the President's authority to make limited changes within Board-approved parameters.
8. The procedures and the criteria summarized above used to terminate academic degree programs, institutes and centers are sent to the Board of Governors.
9. Notice is sent to the Board of Governors of all academic degree programs terminated within four weeks after University Board approves such terminations, as well as of all institutes and centers eliminated.

10. The Board recommends to the Board of Governors for its final approval, termination of all doctoral and professional degree programs and any state-wide institutes and centers included in the University's budget reduction plan.

**APPENDIX C**  
TO UNIVERSITY OF FLORIDA BOARD OF TRUSTEES RESOLUTIONS  
OF MAY 14, 2008: **BUDGET REDUCTION PROPOSAL**

**Fiscal Year 2008-09  
Budget Reduction Proposal  
May 5, 2008**

*In response to the FY 08-09 budget adopted by the Florida Legislature, the University of Florida is making \$47 million in cuts that will affect all areas of the university.*

*As a result of the budget cuts, the university will reduce funding for administrative units and research, reduce or eliminate degrees and courses and restructure several departments.*

*“Our priority is to protect the quality of education at the University of Florida,” President Bernie Machen said. “With the help of our deans and vice presidents, we have worked very hard to minimize the impacts. But clearly, we cannot take reductions this large without making difficult choices.”*

*The budget cuts were achieved by requiring each college and administrative unit to reduce spending by 6 percent. Each dean and vice president determined how the college and unit would meet its goal.*

*The criteria for deciding budget reductions included protecting the university’s core missions of education, research and service (including economic development), the strategic goals of the university and the needs of students and the state. Administrators sought to more efficiently allocate resources but in some cases were forced to eliminate services and programs.*

*University libraries and security programs were exempted from the cuts. Promotional raises for faculty will be retained.*

*President Machen will meet with the Faculty Senate Steering Committee on May 8 for faculty review of the budget. The budget will be finalized and presented to the Board of Trustees as a recommendation for their endorsement during a conference call the week of May 12.*

### **Personnel Impacts**

- Elimination of about 430 faculty and staff positions (about 290 now vacant)\*
  1. About 20 faculty and 118 staff members will be laid off
  2. IFAS will convert about 63 staff positions from state to non-state positions
  3. Information regarding the layoff process and available services can be found at: [http://www.hr.ufl.edu/emp\\_relations/layoff](http://www.hr.ufl.edu/emp_relations/layoff)

### **Student Impacts**



- Reducing undergraduate enrollment by 4,000 over the next four years (1,000 a year)
- Reducing Student Affairs multicultural programs and services (Asian Pacific American Affairs, Institute of Black Culture, and La Casita)
- Reducing Off-campus services (town/gown liaison)
- Reducing Disability Services
- Reducing Financial Aid Services (Delays in disbursing financial aid funds to students)
- Reducing Career Resource Center Services (Reduction in Internship opportunities)
- Reducing Housing and Reitz Union Services (Reduction of maintenance, housekeeping, and hours of operation)
- Reducing high school visit and recruitment fairs
- Reducing Study Abroad scholarships, guest speakers and some International Center support for courses

### **Community Impact**

- Reduction of services Archer Family Health Clinic
- Ending the Oak Hammock Rehabilitation service

### **Administrative Units**

### **Reduction**

#### **Office of the President**

\$0.047 M

Employee reductions\*

- 0 faculty, 1.5 staff positions (0 layoffs)

#### **Office of the Provost**

\$1.66 M

Restructuring

- Undergraduate Academic Affairs will assume the Honors Program, Office for Academic Support and Institutional Services, Assisting Students Improving Skills Maximizing Potential Program, Academic Advising, Army ROTC, Navy ROTC and Air Force ROTC

Employee Reductions\*

- 5.75 faculty, 0 staff positions (0 layoffs)

#### **Office of the Registrar**

\$0.187 M

#### **Office of Admissions**

\$0.187 M

#### **Graduate School**

\$0.153 M

Employee Reductions\*

- 0 faculty, 1 staff positions (0 layoffs)

#### **Vice President for Development**

\$1.56 M

- Funding Reduction
- All state funding removed

**Vice President/General Counsel** \$0.067 M

- Employee Reductions\*
- 0 faculty, 1 staff positions (0 layoffs)

**Vice President - Student Affairs** \$1.92 M

- Funding Reductions
- Student Affairs Office - \$114,235
  - UF Counseling Center - \$113,693
  - Career Resource Center - \$68,000
  - Student Financial Affairs - \$24,835
  - Reitz Union - \$224,250
  - Housing - \$1,374,000

- Employee Reductions\*
- 0 Faculty, 29 Staff Positions, 1 Graduate Assistant (0 layoffs)

**University/Government Relations** \$0.126 M

- Operating Expense Reductions
- Finding efficiencies in marketing materials
- Employee Reductions\*
- 0 faculty, 1 staff position (0 layoffs)

**Vice President- Research/Sponsored Programs** \$0.401 M

- Funding Reductions
- Less support for Cancer Center Tissue Project, Center of Excellence for Regenerative Health Biotechnology, Institute of Aging, and Biotechnology Research Development Institute
- Employee Reductions\*
- 1 faculty, 1 staff positions (2 layoffs)

**Vice President Business Affairs** \$3.3 M

- Service reductions and eliminations:
- Physical Plant, Finance and Accounting, Bridges, Planning and Construction Management, Mail Services and Environmental Health and Safety
- Employee Reductions\*
- 0 faculty, 60 staff positions (28 layoffs)

**Vice President Human Resources** \$0.236 M

- Service elimination
- Elimination of waivers through Employee Education Program for classes at institutions other than UF
- Service Reductions
- Worker's compensation, academic personnel and equal opportunity programs

- Employee Reductions\*
- 0 faculty, 4 staff positions (0 layoffs)

**Office of Audit and Compliance Review** \$0.044 M

- Employee Reductions\*
- 0 faculty, 1 staff positions (0 layoffs)

**College by College Comparisons**

**Health Affairs**

**Office of Health Affairs** \$1.02 M

- Funding Reductions
- McKnight Brain Institute research funding
  - Cancer Tissue Bank Project
  - Reduce IT capital equipment and services
  - Eliminate Office of Assistant VP, Administrative Support
  - Employee Assistance Program (mental health counseling) reduced
- Employee Reductions\*
- 2 faculty, 4 staff positions (1 layoff)

**College of Veterinary Medicine** \$1.55 M

- Academic Area and Clinical Service Elimination
- Small Animal Theriogeneology Program
- Center Funding Reductions
- Marine Mammal Program (some academic subject areas may be eliminated)
  - Equine Pari-Mutual Research and Racing Lab
- Employee Reductions\*
- 15 faculty, 16 staff positions (layoff of 2 faculty and 4 staff)

**College of Medicine (includes Jacksonville)** \$2.64 M

- Masters Degree Program Restructured
- Physician Assistant Program removed from state funding
- Center Eliminations
- Diabetes Research and Training Center
  - Attention Deficit and Hyperactivity Disorder Program
- Employee Reductions\*
- 12 faculty/ 25 staff positions (0 layoffs)

**College of Nursing** \$0.51M

- Degree Program Elimination
- RN to BSN program
- Center Closure
- Biobehavioral Research Center
- Service Reductions

- Archer Family Health Clinic  
Employee Reductions\*
- 0 regular faculty/ 1.5 staff positions (0 layoffs but eliminating 3 temporary clinical faculty)

**College of Pharmacy** \$0.83 M

Center Eliminated

- Center for Drug Discovery  
Administrative change
- Eliminate experiential clerkship payments  
Employee Reductions\*

- 1 faculty, 1 staff positions (0 layoffs)

**College of Public Health and Health Professions** \$0.73 M

Service Eliminations

- Aging Resources & Care Management Program
- Oak Hammock Rehabilitation Services Program

Employee Reductions\*

- 5 faculty/ 6.25 staff positions (layoff of 6.25 people; 2 are clinical faculty)

**College of Dentistry** \$1.1 M

Certificate/Academic Area Eliminations

- Internationally Educated Dentist Two-Year Certificate Program (for licensure)
- Parker E. Mahan Clinical Fellowship Program (practicing dentist additional training)

Center Elimination

- Parker E. Mahan Center on Dental Occlusion and Facial Pain

Degree Program Restructuring

- DMD Model of Clinical Education

Support Funding Reduced for

- Center for Molecular Microbiology

Service Restructuring

- Patient services within the Center for Implant Dentistry

Employee Reductions\*

- 2 faculty, 2 staff positions (layoff of 2 staff)

**Agricultural and Natural Resources** \$9.5 M

Institute of Food and Agricultural Sciences

Master's Degree Major Program Eliminated

- Master of Agriculture, but some programs moved to Master of Science in College of Agricultural and Life Sciences

Academic Degree Program Reduction

- Academic degree program eliminated at Tropical Research and Education Center in Homestead, but continues at other campuses

Funding Reductions

- Florida Cooperative Extension Service, Florida Agricultural Experiment Station, and College of Agricultural and Life Sciences
- School of Natural Resources and Environment, eliminate research and extension funding

Restructure departments to reduce by two departments

- Fisheries and Aquatic Sciences to be reorganized with another department
- Plant Pathology, Agronomy, Horticultural Sciences, Environmental Horticulture, Microbiology and Cell Science, Entomology and Nematology, and Soil and Water Science to be reorganized to reduce by one department
- Reorganize and downsize the central support units of Information Technology, IFAS Communication Services, and External and Media Relations. Transfer of wide area network services to UF Computing and Network Services.

Support Funding Reduced for

- Water Institute
- Florida Sea Grant
- Florida Museum of Natural History (herbarium)
- Interdisciplinary Center for Biotechnology Research
- USDA Subtropical Agriculture Research Station at Brooksville
- College of Veterinary Medicine

Research, Extension, and Academic Program Area Elimination

- Native Plants and Physiology specialization
- Aquatic, Population and Nutrition programs in Ecological Entomology specialization
- Rural Development specialization
- Power Mechanics and Transmission specialization
- Non-Ruminant Nutrition specialization

Employee Reductions\*

- 14 faculty, 96 staff positions (66 layoffs)
- Convert 63 positions to non-state funding
- Eliminate unallocated salary funds in IFAS, equivalent to 17 faculty positions

## **All other colleges**

### **College of Fine Arts**

\$0.801 M

*Figure above includes New World School of the Arts*

Certificate/Academic Area Elimination

- Arts Administration certificate specialization
- International Theater Touring Program

Activities Discontinued

- American College Festival
- Centralized Media and Data Delivery Program in Visual Arts Programs

Center Suspended/Academic Area Eliminated

- Center for Arts and Public Policy

Employee Reductions\*

- 5 faculty, 4.5 staff positions

**College of Design, Construction and Planning**

\$0.595 M

Merged departments:

- New School of Landscape Architecture, Planning and Preservation consists of departments of Landscape Architecture, Urban and Regional Planning and Historic Preservation.

Employee Reductions\*

- 2 faculty, 5 staff positions (0 layoffs)

**College of Liberal Arts and Sciences**

\$5.97 M

Doctorate Degree Program Changes

*(The following Doctoral Degree Programs will have no admissions for three years: 2009-10, 2010-11, 2011-12. The dean may petition the provost to reopen admission for Fall 2012 to one or more of these programs.)*

- Ph.D in Philosophy
- Ph.D in Romance Languages and Literatures with concentration in French
- Ph.D. in German

Academic Area Eliminated

- Vietnamese and Korean language subject-area tracks

Merged departments

- Departments of Zoology, Botany and Biological Sciences Teaching Program
- Department of Criminology, Law and Society and Department of Sociology
- The current departments of African & Asian Languages and Literatures, Germanic & Slavic Studies and Romance Languages and Literatures will be reformulated into a Department of Modern Foreign Languages and a Department of Spanish Language and Literature

Funding Reduction

- Academic Spoken English Course

Employee Reductions\*

- 19 faculty/ 15 staff positions (layoff of 13 staff and 10 faculty of which 2 are visiting professors)

**Warrington College of Business**

\$1.47 M

Minors Eliminated

- Undergraduate minor in Real Estate
- Undergraduate minor in Entrepreneurship

Employee reductions\*

- 8 faculty/ 2 staff positions (0 layoffs)

**College of Education**

\$0.955 M

Doctorate Degree Programs Eliminated

- Ph.D. and Ed.D In Student Personnel in Higher Education
- Ph.D. and Ed.D in Social Foundations

Masters Degree Programs Eliminated

- MEd. Foreign Language Education
- MAE/Med. In Social Foundations

Departmental Restructuring

- Consolidation of all five departments into 2 -3 schools/departments

Employee Reductions\*

- 14 faculty, 12 staff positions (layoff of 4 staff)

**College of Engineering** \$3.6 M

Employee Reductions\*

- 20 faculty/ 9 staff positions (possible layoff of 8 people)

**College of Journalism and Communications** \$0.580 M

Institute Restructured

- Documentary Film Institute removed from state funding

Employee Reductions\*

- 1 faculty, 2 staff positions (0 layoffs)

**Levin College of Law** \$1.24 M

Enrollment Reduction

- Smaller classes for JD program

Employee Reductions\*

- 3 faculty, 1 staff positions (0 layoffs)

**College of Health and Human Performance** \$0.534 M

Bachelor's Degree Major Programs Eliminated

- BS Therapeutic Recreation
- BS Physical Education

Academic Area Eliminated

- Alan C. Moore Sport and Fitness Program (Elective Sport and Fitness program for students)

Employee Reductions\*

- 2 faculty, 1 staff positions (0 layoff)

**Other Centers and Programs**

**Student Health Care Center** \$0.005 M

**Institute of Child Health Policy** \$0.058 M

**Center for Latin American Studies** \$0.102 M

Employee Reductions\*

<ul style="list-style-type: none"> <li>• 1 faculty, 0 staff positions (0 layoffs)</li> </ul>	
<b>Florida Museum of Natural History</b>	\$0.515 M
Exhibit Reductions	
<ul style="list-style-type: none"> <li>• Reducing the rental of traveling exhibits by as much as one-half</li> </ul>	
Employee Reductions*	
<ul style="list-style-type: none"> <li>• 2 faculty, 5 staff (5 layoffs)</li> </ul>	
<b>Harn Museum of Art</b>	\$0.100 M
Program Reductions	
<ul style="list-style-type: none"> <li>• Closing on Tuesdays as well as Mondays</li> </ul>	
Employee Reductions*	
<ul style="list-style-type: none"> <li>• 0 faculty, 2.25 staff positions (0 layoffs)</li> <li>• 3 staff (1.5 FTE) removed from state funds</li> </ul>	
<b>Division of Continuing Education</b>	\$0.503 M
Employee Reductions	
<ul style="list-style-type: none"> <li>• Two vacant positions</li> </ul>	
<b>Florida Center for Library Automation</b>	\$0.744 M
<b>Whitney Laboratory</b>	\$0.107 M
Employee Reductions*	
<ul style="list-style-type: none"> <li>• 1 faculty, 0 staff positions (0 layoffs)</li> </ul>	
<b>University of Florida Press</b>	\$0.035 M
<b>International Studies</b>	\$0.089 M
<b>Digital Worlds Institute</b>	\$0.036 M
<b>Center for the Performing Arts</b>	\$0.042 M
Program reductions:	
<ul style="list-style-type: none"> <li>• Reducing by about 25 percent the number of performances</li> </ul>	
<b>Women's Athletics</b>	\$0.027 M
(Title IX state contribution)	
<b>Parking</b>	\$0.254 M
<b>Bridges</b>	\$0.544 M
<b>Information Technology</b>	\$0.691 M
Program Reductions	
<ul style="list-style-type: none"> <li>• Cancelling classroom technology upgrades</li> <li>• Reducing CIRCA lab hours</li> </ul>	



- Reducing computer lab technology support
  - Reducing support for Teacher Center
  - Eliminating National Education Training Group courses for faculty and staff
- Employee Reductions\*
- 0 faculty, 4 staff positions (0 layoffs)

\*Employee figures are estimates based on information available Monday, May 5, 2008.