



# UNIVERSITY OF FLORIDA

## BOARD OF TRUSTEES RESOLUTION

**Number:** R09-56

**Subject:** Resolution for Approval of the University's Fiscal 2010  
Budget Reduction Plan and Associated Actions

**Date:** May 26, 2009

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 2010 budget reduction proposal to the Board, as summarized in Appendix B, to be appropriate, necessary and sufficient, 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 2010 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.

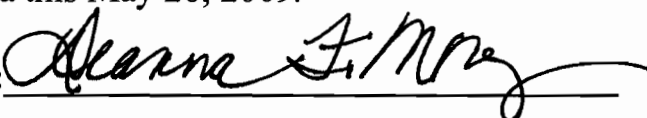
(D) RESOLVED: That in connection with the Board-approved budget reduction proposal and notwithstanding any other Resolution, the President, **subject to the** limitations set forth below: (i) is authorized, in his discretion, to defer until no later than *June 30, 2009*, the implementation of the elimination of any academic degree program, the consolidation or elimination of any college, school, and/or academic department, the

elimination of all courses in any subject matter, or any other action within the \$30.6 million of specific budget cuts approved by the Board as the fixed part of the Board-approved budget reduction, to allow for additional faculty and other review and comment, individually or through the Faculty Senate or any of its committees; (ii) is authorized and directed to exercise his discretion to identify with specificity and implement the cuts and other actions required to make the approximately \$3.6 million of additional unit and program-specific or other reductions and \$8 million of additional administrative or University-wide reductions that are included in the Board-approved budget reduction proposal, provided that the President, by no later than *October 31, 2009*, shall report to the Board on his progress and propose an implementation deadline; (iii) is authorized to modify, or create any new, special joint governance review processes and any other processes; and (iv) is authorized to modify the Board-approved budget reduction proposal and processes as a result of such 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 (\$42.2 million) or any component (\$30.6 million, \$3.6 million, and \$8 million) of the University's budget reduction as 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 each such component of 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 applicable authorized periods for any additional reviews;
- (iv) the President shall *notify* the Board Chair and Chair of the Education Policy and Strategy Committee of the Board of [a] any changes constituting college, school or academic department consolidation or elimination; and [b] the particular \$3.6 million of additional unit and program-specific or other reductions and \$8 million of additional administrative or University-wide reductions that the President identifies, as authorized and directed by the Board under this Resolution D;
- (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, if they are part of this budget reduction any changes in employee benefits programs, and the deadline for implementing the \$3.6 million and \$8 million of additional cuts.

**IN WITNESS WHEREOF** I have hereunto set my hand and affixed the seal of the University of Florida this May 26, 2009.

Signature: 

APPENDIX A  
TO UNIVERSITY OF FLORIDA BOARD OF TRUSTEES RESOLUTIONS  
OF MAY 26, 2009: **FINDINGS**

- 1) A third year of the most significant reductions 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. In Fiscal Year 2010, the University must continue the Fiscal Year 2009 recurring state funding reduction of **\$69 million**, and must also reduce its budget by another approximately **\$72 million** in recurring state funding. This represents a total reduction of **\$141 million** in recurring state funding, over state funding levels in Fiscal Year 2007. Taking into account authorizations to increase tuition, which are expected to generate approximately \$20.9 million, an as-yet uncertain lottery allocation of approximately \$1.75 million, and limited new funding made available by the state Legislature only to specified units (i.e., approximately \$5 million to the College of Medicine and approximately \$1.2 million to the Lastinger Center for Learning), the **net** recurring state funding reduction for Fiscal Year 2010 is approximately **\$42.2 million**. The net reduction of **\$42.2 million** for Fiscal Year 2010 and the reduction of **\$69 million** for Fiscal Year 2009 total **\$111.2 million** of reductions over state funding levels in Fiscal Year 2007.
- 2) These reductions become effective on July 1, 2009. One-time (two-year) federal stimulus funding will provide the University with some limited flexibility to accommodate the phase-out of programs and to cover transition costs, relieving the University of having to identify additional funds for this purpose. However, stimulus funding is not recurring, additional mid-year and Fiscal Year 2011 cuts are possible, and it can take one, two or more years to fully implement certain cuts. Consequently, the Board needs to make decisions now on \$30.6 million of fixed, specific cuts to be implemented July 1, 2009, and on the amounts, categories, schedule and President's authority for \$11.6 million of additional cuts. There is very limited time to adjust these decisions before beginning implementation.
- 3) The Board and President strongly support joint governance with the faculty on matters affecting the academic affairs of the University. The internal processes and procedures of the Office of the Senior Vice President for Academic Affairs and Provost and Constitutions and Bylaws of the University's Faculty Senate and Colleges are not University regulations, but generally reflect principles and internal operating processes on academic affairs and 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 decision-making schedule, that are affecting the University at this time. While federal stimulus funding that we expect to be made available to the University will provide some more flexibility for implementation in Fiscal Year 2010 than was possible in Fiscal Year 2009 (and, hence, there is some phase-in of the cuts), it is necessary to make decisions on reductions very promptly for Fiscal Year 2010, as provided in this Resolution, to utilize that flexibility.

- 4) 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, and other UF internal processes and procedures, are also subject to these limitations. The historic adverse national and 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. The special joint governance and other processes for Fiscal Year 2010 have been expanded as much as reasonably possible beyond those that applied in Fiscal Year 2009 under similarly short decision-making, and even tighter implementation, schedules.

**APPENDIX B**  
TO UNIVERSITY OF FLORIDA BOARD OF TRUSTEES RESOLUTIONS  
OF MAY 26, 2009: **CRITERIA AND PROCESSES**

**I. Criteria For The University's Fiscal Year 2010 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 2010. 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) limiting any adverse effect on strategic academic priorities and considering effects on faculty, as practicable under the circumstances;
- (f) applying the University's regulations and collective bargaining contracts and processes, as in effect from time to time, as applicable.

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 2010 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. January 16, 2009: The President informs the Deans and Vice Presidents that they will need to recommend cuts of up to 10 percent in each academic and administrative area's state funded budget for Fiscal Year 2010, on top of the approximately 10 percent budget reduction resulting from cuts in Fiscal Years 2008 and 2009;
2. January through April 2009: The Deans and Vice Presidents expeditiously develop their budget reduction recommendations to the President, including priorities for 5 and 10 percent cuts. 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 consult within the colleges and administrative areas.
3. April 16, 2009: At a noticed public meeting of the Faculty Senate, the President presents a book of more than \$100 million of potential budget cuts proposed by the Deans and Vice Presidents and asks for comments from the university community. The Senate facilitates and encourages faculty input and these budget cut proposals are posted on the President's Web page.
4. March, April and May 1-15, 2009: The President and Senior Vice Presidents consider the recommendations developed by the Deans and Vice Presidents from the academic and administrative units, input from the faculty and university community, as well as the General Appropriations Act of May 15, 2009.
5. May 15, 2009: At a noticed public meeting of the Faculty Senate, the President presents an overview of the proposed budget reduction, including the gross reduction of \$72 million and the net reduction of \$42.2 million (including its three components of \$30.6 million in fixed cuts to be implemented on July 1, 2009, and the \$3.6 million of additional unit and program-specific or other cuts and \$8 million of University-wide and administrative cuts, the specifics of which will be determined after further input). The President informs the Senate of the overall time frame for posting the budget reduction proposal and the Trustees' action on the proposal.
6. May 20-22, 2009: The President completes the University's Fiscal Year 2010 budget reduction proposal, which is derived from the units' proposals; makes it available to the Deans and Vice Presidents; they attempt to inform affected individuals, departments and units; and then the proposal is publicly posted on the President's Web page on May 22, 2009.
7. May 26, 2009: The Board reviews the President's proposal and approves the University's budget reductions at a noticed public meeting. The Board authorizes the President to make limited changes in the \$30.6 million of fixed cuts within Board-approved parameters, and to determine and implement the specifics of the \$8 million and \$3.6 million of additional cuts, within these Board-approved components' total amounts and categories and subject to the Board-approved parameters, including certain specified additional required Board approvals.
9. The procedures and the criteria summarized above used to terminate academic degree programs, institutes and centers are sent to the Board of Governors.

10. 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.

11. 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 26, 2009: **BUDGET REDUCTION PROPOSAL**

**Part I, Fixed Specific Reductions , totaling \$30.6 million.** To be implemented July 1, 2009 and the President may consider further input through June 30, 2009.

**Part II, Administrative and University-Wide Reductions, totaling \$8 million.** The President may provide for further input, and will identify \$8 million of additional administrative or University-wide reductions pursuant to and subject to the limitations and further Board approvals set forth in this Board Resolution, and, by or before October 31, 2009, will report on progress and propose an implementation deadline to the Board.

**Part III, Additional Unit and Program-Specific or Other Reductions, totaling \$3.6 million.** The President may provide for further input, and will identify \$3.6 million of additional unit and program-specific or other reductions pursuant to and subject to the limitations and further Board approvals set forth in this Board Resolution, and, by or before October 31, 2009, will report on progress and propose an implementation deadline to the Board.



**Fiscal Year 2009-10  
Budget Reduction Proposal  
May 22, 2009**

The unit reductions below may include cuts such as general reductions in recurring operating expenses, transfer of expenses to non-state funding sources, etc. Below are the details regarding the components of the unit reductions that impact programs and employees.

**Part I, Fixed Specific Reductions: Academic Units**

<b>Warrington College of Business Administration</b>	<b>\$1,468,135</b>
Employee Reductions	
• 1.5 faculty (0 layoffs)	
<b>College of Design, Construction, and Planning</b>	<b>\$516,609</b>
Employee Reductions	
• 1 staff (0 layoffs)	
<b>College of Dentistry</b>	<b>\$669,650</b>
Program reductions	
• Alter Internationally Educated Dentist Program	
• Merge departments of operative dentistry and dental biomaterials	
Employee reductions	
• 3 staff (0 layoffs)	
<b>Division of Continuing Education</b>	<b>\$123,000</b>
Employee Reductions	
• 1 faculty (0 layoffs)	
<b>College of Education</b>	<b>\$985,342</b>
Program Reductions	
• Closure of Educational Psychology program and associated degrees (PhD, EdS, EdD, MEd, MAE)	
Employee Reductions	
• 5 faculty/ 3 staff (1 nonrenewal/ 2 layoffs)	
<b>College of Engineering</b>	<b>\$2,920,662</b>
Employee reductions	
• 1 faculty/ 3 staff (0 layoffs)	
<b>Florida Center for Library Automation</b>	<b>\$775,801</b>
Employee reductions	
• 2 faculty (0 layoffs)	

<b>College of Fine Arts</b>	<b>\$581,403</b>
Employee reductions	
• 1 faculty/ 5 staff (0 layoffs/ 4 layoffs)	
<b>Florida Museum of Natural History</b>	<b>\$469,297</b>
Employee reductions	
• 0 faculty/ 4 staff (2 layoffs)	
<b>Harn Museum of Art</b>	<b>\$76,998</b>
• 0 faculty/ 2 staff (2 layoffs)	
<b>College of Health and Human Performance</b>	<b>\$173,171</b>
Program reductions	
• Close Scuba instructional program	
• Reduce Living Well Administrative Program	
Employee reductions	
• 1 faculty/ 2 staff (1 layoff/ 2 layoffs)	
<b>Institute of Food and Agricultural Sciences</b>	<b>\$7,723,257</b>
Operating Budget Reductions	
• College of Agricultural and Life Sciences	
• Florida Agricultural Experiment Station	
• Florida Cooperative Extension Service	
Reduction in Graduate Student Support	
Reorganization of Central Communication Units	
• IFAS Information Technology	
• IFAS Communication Services	
• IFAS External and Media Relations	
Employee reductions	
• 21 faculty/ 61 staff (0 layoffs/ 23 layoffs)	
<b>College of Journalism and Communications</b>	<b>\$432,769</b>
Program Reductions	
• Closure of Documentary Institute and master's specialization in documentary film	
Employee reductions	
• 5 faculty (5 layoffs)	
<b>Center for Latin American Studies</b>	<b>\$35,000</b>
<b>Levin College of Law</b>	<b>\$955,000</b>
Employee reductions	
• 2 faculty/ 0 staff (0 layoffs)	
<b>College of Liberal Arts and Sciences</b>	<b>\$3,836,875</b>
Program reduction	

- Transfer of Department of Communication Sciences and Disorders into PHHP, where it merges with Department of Communicative Disorders
- Employee reductions
- 33 faculty/ 8 staff (2 nonrenewals/ 0 layoffs)

**College of Medicine** **\$1,300,000**

**College of Nursing** **\$235,156**

Employee reductions

- 0.5 faculty/ 1 staff (0 layoffs)

**College of Pharmacy** **\$600,000**

**College of Public Health and Health Professions** **\$1,020,376**

Program reductions/actions

- Merge Dept. of Communication Sciences and Disorders (CLAS) with Dept. of Communicative Disorders
- Close Rehabilitation Counseling Division within the Dept. of Behavioral Science and Community Health. Eliminate Masters in Rehabilitation Counseling

Employee reductions

- 4 faculty/ 3 staff (3 layoffs/ 3 layoffs)

**College of Veterinary Medicine** **\$150,000**

**University Libraries** **\$642,296**

Employee reductions

- 5 faculty/ 1 staff (no layoffs)

**University Press of Florida** **\$25,000**

**Whitney Laboratory for Marine Science** **\$39,294**

## **Part I, Fixed Specific Reductions: Administrative Units**

**Vice President-General Counsel** **\$66,500**

**Graduate School** **\$31,743**

**International Center** **\$84,356**

**Office of the Provost** **\$563,618**

Employee reductions

- 4 staff (3 layoffs)

**Senior Vice President – Health Science Center** **\$400,000**

Employee reductions	
• 2 staff (0 layoffs)	
<b>Vice President for Research</b>	<b>\$235,464</b>
<b>Vice President for Student Affairs</b>	<b>\$520,000</b>
Program Actions	
• Merger of Student Mental Health with Counseling Center	
<b>Vice President for University Relations</b>	<b>\$100,000</b>
Employee reductions	
• 1 staff (0 layoffs)	
<b>Office of Audit and Compliance Review</b>	<b>\$45,000</b>
Employee reductions	
• 0 faculty, 0.5 staff positions (0 layoffs)	
<b>Vice President Business Affairs</b>	<b>\$1,171,400</b>
Service reductions and eliminations:	
• Physical Plant, Planning and Constructions Management, Mail Services, Environmental Health and Safety, University Police Department	
Employee reductions	
• 0 faculty, 7 staff positions (0 layoffs)	
<b>Vice President Chief Financial Officer</b>	<b>\$600,000</b>
Service reductions and eliminations:	
• Finance and Accounting, other	
Employee reductions	
• 0 faculty, 18.5 staff (8.5 layoffs)	
<b>Vice President Human Resource Services</b>	<b>\$180,434</b>
Service reductions and eliminations:	
• Eliminate or reduce certain training; outsource services	
Employee reductions	
• 0 faculty, 3 staff (0 layoffs)	
<b>Office of Information Technology</b>	<b>\$900,000</b>
Service reductions and eliminations:	
• Eliminate or reduce IT help; reduce expenses	
Employee reductions	
• 0 faculty, 5 staff (0 layoffs)	

## **Part II, Administrative and University-wide Reductions**

**Estimated potential total: \$8,000,000**

Currently assessing several administrative and university-wide initiatives, including, for example, potential changes to pay-outs for vacation or sick leave upon separation from the university. The timing and specifics of these initiatives is to be determined.

### **Part III, Additional Unit-specific or Other Reductions**

**To be determined: \$3,600,000**