

**BOARD OF TRUSTEES
RESOLUTION**

Number: R12-102

Subject: Resolution for Approval of the University's Fiscal 2013
Budget Reduction Plan and Associated Actions

Date: June 8, 2012

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

(A) RESOLVED: That the Board considered and finds the facts and approves the judgments that are set forth in Appendix A in adopting the following Resolutions.

(B) RESOLVED: That the Board finds the criteria, special joint governance and other structures and processes used by the President, Deans, Vice Presidents and/or Faculty Senate in the President's development of his Fiscal Year 2013 budget reduction proposal to the Board, as summarized in Appendix B, to be appropriate, necessary and sufficient. Further, that the Board adopts the criteria and processes in Appendix B for its approval of the Fiscal Year 2013 budget reduction proposal and the University's associated actions.

(C) RESOLVED: That the Board approves and adopts the President's proposal to make \$36.8 million of net reductions ("Reductions") in the University's state-funded budget, including as summarized at <http://www.ufl.edu/budget-proposals>, and the changes and other actions, academic and administrative, that are reflected in, arise from, and/or are authorized by said proposal and/or Resolution D. To the extent required for any such action, the Board recommends such action to the Board of Governors for its final approval.

(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 and directed* to make the Reductions (and any "Additional Reductions") and to take all associated actions to achieve such reductions to timely address the July 1, 2012 effective date for state funding cuts; provided that the President is authorized, at his discretion, to use temporary measures to phase in some of the Reductions and/or any additional reductions that may be required due to the action or inaction of the Board or the Florida Board of Governors at or after its June 2012 meeting ("Additional Reductions");

(ii) is *authorized*, in connection with the Reductions (and, if any, Additional Reductions), to

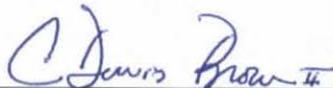
modify, or create any new or existing special joint governance review processes and any other processes; and

(iii) is *authorized* to modify the Board-approved budget reduction proposal and processes as a result of further consideration of faculty and/or staff input, further deliberations of the President, and/or any relevant action or inaction by the Board or the Board of Governors.

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 and in the interest of the University, and the action shall comply with applicable laws;
- (ii) the President shall not *decrease* the total amount \$36.8 million of the University's Reductions; and
- (iii) the President may *increase* the total amount of the University's Reductions to the extent he determines that Additional Reductions are necessary as a consequence of Board or Board of Governors action or inaction at or after its June 2012 meeting; and, if so, the President shall *notify* the Board of the total amount of any such Additional Reductions.

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of the University of Florida this June 8, 2012.



C. David Brown, II, Chair

APPENDIX A
TO UNIVERSITY OF FLORIDA BOARD OF TRUSTEES RESOLUTIONS
OF JUNE 8, 2012: **FINDINGS**

- 1) Historically Large State Funding Cuts to Higher Education. A fifth year of the most significant reductions in public funding for public higher education in Florida in approximately 42 years has resulted in the greatest reduction in state funding for the University of Florida in the same period. From a recurring state-funded budget in Fiscal Year 2007 of approximately \$672 million (exclusive of tuition), the University's recurring state-funded budget has been reduced by approximately 22.5 percent (or ~\$151 million) during the period from Fiscal Year 2008 through Fiscal Year 2012. In Fiscal Year 2013, the University will have to address a recurring \$12 million cut in state funding that was funded by temporary funds in Fiscal Year 2012, plus \$57.55 million of new recurring state funding cuts, for a total of **\$69.55 million** of additional reductions in Fiscal Year 2013. If the Board were to approve the legislatively authorized increase in tuition differential, the net state budget reduction for the University for Fiscal Year 2013 would be **\$36.8 million**. Fiscal Year 2013 state budget reductions become effective on July 1, 2012.

- 2) Substantial Efficiency Measures and Reductions Taken. To address these recurring state funding cuts, the University has made—and is continuing to make-- many changes and reductions to achieve administrative and academic efficiency in operations. Operational efficiencies that have been made include, without limitation, elimination of a number of unnecessary and duplicative functions and activities; reductions in administrative services; reductions in employees; centralizing certain contracting and renegotiating contracts to achieve economies of scale; initiating shared administrative services; and other substantial measures. We have also consolidated and eliminated departments and programs in previous cuts.

- 3) UF's Premier Educational Value. The University's tuition and fees are the lowest of our peer American public universities in the Association of American Universities (AAU) (at about half the national average). And the University has retained a Florida resident undergraduate enrollment of over 90%, forgoing higher out-of-state fees, in order to prioritize the needs of Florida students. While the University's total cost of attendance is on a par with that of other universities in the Florida State University System ("SUS"), the value of a University of Florida education for students is premier, based on these measures, among others (based on the most recent SUS Annual Accountability Report):
 - (a) UF's *graduation rate* (at 83.5% for the 2005-2011 freshman cohort) compares well with our peers in the AAU and is *10% higher than the next best performing SUS institution*, more than 30% to 50% higher than most SUS institutions (7 of which range from 39% to 51.1%, and 2 more are at 61.9% and 67.9%), and *19% higher than the SUS average* (of 64.8%);
 - (b) UF's *first year retention rate* (at 95.6% for fall of 2009) is the *highest* in the SUS and well above the SUS average (of 89.4%);
 - (c) UF's *graduate degree generation* is the *highest* (by ~50%) of all institutions in the SUS (with 6,075 degrees awarded in 2010-11); UF's *undergraduate degree generation* is the *second highest* in the SUS (with 8,685 degrees awarded in 2010-11, as compared with 10,646 at UCF); and UF's *total degree generation* is the *highest* in the SUS (with 14,760 degrees generated);
 - (d) UF generates the *most science, technology, engineering and mathematics ("STEM") degrees* of any institution in the SUS (with 2,481/undergraduate and 1,949

graduate degrees at UF in 2010-11, as compared to 1,635/undergraduate and 637/graduate degrees and 1,651/undergraduate and 688/graduate degrees at the 2 next best performing institutions, and the others well below them).

- 4) Decision on Reductions Is Necessary Now, Even If Some Reductions Are Phased In. Even with the discretion to phase-in some reductions, it can take a year or more to plan and fully implement certain cuts. Consequently, the Board needs to make decisions now on \$36.8 million of Reductions, as well as authorizing any Additional Reductions if made necessary by the Board's or Board of Governors' action or inaction at or after its June 2012 meeting. With a July 1, 2012 effective date for state funding reductions, there is very limited time to finalize these decisions before beginning implementation.

- 5) Need For Special Joint Governance Processes Due To Historic Size, Scope and Necessary Truncated Timing of Reductions-- Board's Ultimate Decision-making Authority. The Board and President strongly support joint governance with the faculty on matters affecting the academic affairs of the University. However, the internal processes and procedures of the Office of the Senior Vice President for Academic Affairs and Provost and the Constitutions and Bylaws of the University's Faculty Senate and Colleges 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. The present circumstances require the Board's authorization of the special joint governance structures and processes referenced in Appendix B to meet the University's budget needs in an adequate and timely manner. The Board has this authority, as the Constitution and Bylaws of the University's Faculty Senate and Colleges are subordinate to directives of the Board of Governors, directives of the Board, University regulations, and Florida law.

APPENDIX B
TO UNIVERSITY OF FLORIDA BOARD OF TRUSTEES RESOLUTIONS OF
JUNE 8, 2012: CRITERIA AND PROCESSES

1. Criteria For The University's Fiscal Year 2013 Budget Reductions and Associated Actions

Programmatic, efficiency, and productivity criteria determine the reductions, changes and other actions, administrative and academic taken by the University in Fiscal 2013. The following criteria, as determined and if and as deemed feasible by the President and Board, apply:

- (a) the University's core education, research and service mission (including economic development) and commitment to accountability for educational, research and service outcomes;
- (b) students, the state's and the nation's needs and demands;
- (c) the University's goals, vision and priorities (e.g., strategic work plan and presidential goals);
- (d) fostering efficient allocation of resources, productivity and cost effectiveness;
- (e) limiting 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 termination of academic degree programs, institutes and centers, and any actions relating to college, school or department structure, if later included as an Additional Reduction under Resolution D, would also be determined based on these criteria. If any degree program should later be eliminated as an Additional Reduction, any student who is in good standing and on track to complete a degree in such program 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 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.

2. Fiscal Year 2013 Budget Reduction Proposal Development and Approval Processes

Based on the findings in Appendix A, the following regular and special joint governance structures and special joint governance and other processes apply to the University's budget reductions and associated actions and other changes affecting academic affairs:

1. March 13, 2012-- Deans Meeting and March 21, 2012 President's Cabinet Meeting: After noting the likelihood of cuts throughout the legislative session, the President informs the Deans and Vice Presidents that, as a result of the major state appropriation cuts to higher education including UF, they will need to recommend reductions averaging approximately 5 percent in academic and administrative areas' state funded budget for Fiscal Year 2013, including the \$12 million of deferred budget reductions resulting from cuts in Fiscal Year 2012 state funding;

2. Late March through May 11, 2012-- Units Receive Budget Allocations and Develop Proposals: The Deans and Vice Presidents expeditiously develop their budget reduction recommendations to the President. They receive their budget allocations in April. 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 University's budget reduction and timing needs, the Deans engage special and regular joint governance structures in their colleges and the Deans and Vice Presidents consult within the colleges and administrative areas.

3. April 12, 2012 and May 10, 2012-- Faculty Senate Meetings: At noticed public meetings of the Faculty Senate, the President and faculty discuss budget reduction needs and ideas; the President explains why temporary approaches cannot substitute for recurring cuts; and the President expresses openness to consider phasing in some cuts over time to take advantage of retirements, attrition and other measures.

4. April 18, 2012-- Budget Memorandum: The Provost provides a budget memorandum to the Deans, establishing the May 11, 2012 deadline for submitting budget reduction proposals, encouraging the Deans to confer with their colleges, raising the possibility of using one-time funding to phase in cuts during Fiscal Year 2013, and confirming the President's plan to submit his budget reduction proposal to the Trustees at their June 7-8, 2012 regular board meeting to meet the July 1, 2012 effective date of the state cuts.

5. May 11, 2012-- Deans' Proposals Posted and May 17, 2012-- Vice Presidents' Proposals Posted: The potential budget cuts proposed by the Deans and Vice Presidents are posted on the University's Web page at <http://www.ufl.edu/budget-proposals> and comments are invited from the university community. The Senate facilitates and encourages further faculty input.

6. May 29, 2012-- Faculty Senate-Hosted Public Forum: At a noticed public forum hosted by the Faculty Senate, the President receives comments and ideas from the faculty concerning the proposed budget cuts posted weeks earlier in May.

7. May 29, 2012 through the first days of June 2012-- Development of the Final Budget Proposal: 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 March 2012. The President develops his final budget proposal to the Trustees.

8. June 1, 2012-- Submission of President's Budget Reduction Proposal: The President's \$36.8 million budget reduction proposal is posted on the University's Web page and conveyed to the Trustees for consideration at their June 7 and 8, 2012 meetings.

9. June 7 and 8, 2012 Board of Trustees Meetings: The Board of Trustees reviews the President's proposal and approves the University's budget reductions at noticed public meetings. The Board authorizes the President to make changes in the approved \$36.8 million budget reduction proposal, within certain Board-approved parameters, and to determine and implement any necessary additional reductions that may result from Board or Board of Governors action or inaction at or after its June 2012 meeting, also within certain Board-approved parameters.

10. Board of Governors June 2012 Meeting—Notices of Processes and Criteria and Budget Approval: The University's Fiscal Year 2013 Budget, as approved by the Board of Trustees, is sent to the Board of Governors for its approval. The procedures and the criteria summarized above to be used to terminate any academic degree programs, institutes and centers, if such actions are added to the University's budget reduction plan as a consequence of any action or inaction by the Board or the Board of Governors at or after its June 2012 meeting, are sent to the Board of Governors if and when appropriate.

11. Notices to the Board of Governors: Notice will be sent to the Board of Governors of any academic degree programs or institutes and centers that are terminated, within four weeks after the University Board (or the President as authorized by the Board) approves such terminations, if these actions are added to the University's budget reduction plan as a consequence of any action or inaction by the Board or Board of Governors at or after its June 2012 meeting.

12. Board of Governors Approvals: The Board recommends to the Board of Governors for its final approval, termination of any doctoral and professional degree programs and of any State of Florida Institutes and Centers, if added to the University's budget reduction plan as a consequence of any action or inaction by the Board or Board of Governors at or after its June 2012 meeting.

Budget Proposals

As most of you are aware, the University of Florida must reduce its spending by more than \$38 million for the upcoming fiscal year that begins on July 1. Identifying ways to trim a budget already stripped bare from five years of cuts while minimizing the impacts has been particularly difficult this year.

UF's academic deans, department and unit heads and administrative leaders have provided here their budget proposals.

Over the next two weeks, faculty, staff and students may provide comments or concerns using the links below.

Additionally, a special open forum to discuss the budget with Provost Glover and President Machen is being hosted by the Faculty Senate May 29. It is scheduled for 10 a.m. in McCarty Hall, Room C 100.

Information on the president's budget proposal will be posted here as it becomes available.

Feedback

All comments will be provided to the Provost and President.

Faculty: Use the [Faculty Senate's discussion site](#).

Staff: Send an e-mail to human-resources@ufl.edu.

Students: Submit questions or comments to www.ufsa.ufl.edu/contact.

Colleges and Academic Centers

- [Agricultural and Life Sciences, College of \(PDF, 72 KB\)](#)
- [Business Administration, Warrington College of \(PDF, 38 KB\)](#)
- [Dentistry, College of \(PDF, 82 KB\)](#)
- [Design, Construction and Planning, College of \(PDF, 56 KB\)](#)
- [Education, College of \(PDF, 68 KB\)](#)
- [Engineering, College of \(PDF, 10 KB\)](#)
- [Fine Arts, College of \(PDF, 66 KB\)](#)
- [Florida Museum of Natural History \(PDF, 30 KB\)](#)
- [Graduate School \(PDF, 94 KB\)](#)
- [Health and Human Performance, College of \(PDF, 79 KB\)](#)
- [Journalism and Communications, College of \(PDF, 43 KB\)](#)
- [Latin American Studies, Center for \(PDF, 99 KB\)](#)
- [Law, Levin College of \(PDF, 172 KB\)](#)
- [Liberal Arts and Sciences, College of \(PDF, 79 KB\)](#)
- [Medicine, College of \(PDF, 36 KB\)](#)
- [Nursing, College of \(PDF, 35 KB\)](#)
- [Public Health and Health Professions, College of \(PDF, 66 KB\)](#)
- [Smathers Libraries \(PDF, 41 KB\)](#)
- [Veterinary Medicine, College of \(PDF, 118 KB\)](#)

Administrative Units and Service Centers

- [Administrative Units and Service Centers \(PDF, 203 KB\)](#)



Division of Student Affairs **\$323,395**

This reduction will be met by eliminating two positions resulting in fewer staff available to respond to student issues. Accordingly, response time will be affected. Two other positions will be transitioned from state funding to other funding sources.

Vice President's Office – 2 positions totaling \$163,395

Career Resource Center – 1 position totaling \$50,000

Counseling and Wellness Center – 1 position totaling \$110,000

Privacy Office **\$29,553**

This reduction will be met by the reduction of one position. This will impact the ability of this office to perform the required audits, and some workload may, depending on the nature of the work, be shifted to staff in other areas, such as the Office of Audit and Compliance Review.

Whitney Laboratory (\$86,965 actual reduction) **\$107,664**

This reduction will be met by the reduction of 1 faculty position and a reduction in operating expenses that funded seminars and other services to support research activities. The faculty position will be vacant.

1 Faculty Position totaling \$104,166

Operating Expenses totaling \$3,498

Student Health Care Center **\$16,223**

This reduction will be met by a reduction in the Counseling, Psychiatric and Consultations programs and in services delivered to employees and supervisors through the Employee Assistance Program (EAP). EAP staff has been reallocated to other duties. In short, there is no loss of positions, but services will be reduced and department salary expenses increased to cover the state's reduction.

Division of Human Resource Services **\$309,330**

This reduction will be met by the elimination of five positions and a reduction in funding for temporary employees. The reduction of these positions will negatively impact the responsiveness of some services provided. For example, it may take longer to complete the investigations and any resulting reports related to harassment claims. Other services will also be impacted and response time may be reduced.

5 Staff Positions totaling \$304,330

Temporary Employee funds totaling \$5,000

Office of Audit and Compliance Review (\$63,621 without Direct Bill) **\$60,582**

The budget reduction equals approximately one staff auditor position, which will be eliminated through attrition.

UF International Center **\$87,505**

Approximately 35 percent of the cut will be made through reduced expenditures and 65 percent will be covered by shifting expenses from state funds to auxiliary funds. Expenditures for staff

travel both domestically and internationally will be reduced. In addition, costs associated with courier services (FedEx, DHL, etc.) for certain documents will be reduced using alternative mechanism and charging some of the expenses for such services to recipients. Also, expenses will be limited for certain memberships and subscriptions to only those deemed essential to the operation of the Center. Expenses associated with OPS and certain other operating expenditures (supplies, printing costs, data processing, IT support) will either be reduced or moved to other funds.

The net effect of the cuts on UFIC services and operations will be hard to estimate at this time but it is likely that services will be slower for stakeholders. In addition, the Center's presence with certain allied entities as members and/or supporters will be reduced. Finally, the Center's ability to support international activities and programs in units across the campus using flexible funds will be severely eroded and many activities that the Center has been able and willing to support in the past will go unsupported in the next fiscal year.

Contracts and Grants **\$221,164**

This reduction will be met by eliminating four open positions. In addition, professional development travel and training costs will be reduced. These positions were planned to be eliminated in the future when the backlog of grant closeouts was completed. These closeouts will be significantly delayed.

Harn Museum of Art (\$77,998) **\$53,403**

- Reduction of printing by digitally producing materials for members, educators and the general public, reducing both printing and postage cost for distribution of materials;
- Eliminate staff travel unless funded through grants;
- Reduction in director's travel for museum-related meetings—participation will occur by teleconferencing;
- Reduction in maintenance and visitor services support—eliminating OPS hours when possible and utilizing FWS students;
- Drawing support from the newly established photography curator endowment to support photo-related exhibitions, programs, publications and staffing;
- Increase support from the Curator of Asian art endowment to support Asian-related exhibitions, programs, publications and staffing;
- Increase in revenue generation from the museum rental program and the museum store. Projected increases in the museum rental program due to expanding opportunities for private individuals and groups, as well as not-for-profits, to rent the facility. Projected increases in museum store sales by developing new markets through licensing agreements for art images; marketing directly to corporations and foundations; and exploring opportunities for market expansion to online sales;
- Eliminate fundraising software shadow system maintenance support utilizing UF Foundation systems to maintain records.

University Relations **\$158,476**

This reduction will be met by terminating the university's contract with BGR Group, a government relations and strategic communications consulting firm in Washington, D.C.

McKnight Brain Institute **\$161,953**

This reduction will be met by reducing OPS costs. It will not affect the services provided, but obviously will reduce the funding for brain research.

Bureau of Economic and Business Research (BEBR) **\$5,000**

This reduction will be met by transferring staff to other funds available within the unit. There will be no positions eliminated, layoffs, or reduction of services.

Senior Vice President for Health Affairs **\$539,390**

This reduction will be met by reducing the expenses for some enhanced security measures. There also will be a reduction in administrative expenses both in the HSC Information Technology office and the administrative offices.

General Counsel **\$185,000**

The Office of the Vice President and General Counsel ("OGC") has undertaken a structural reorganization to more efficiently and effectively use existing staff positions to serve the legal needs of the University and its affiliated entities. Due to attrition, the reorganization will not result in layoffs or the creation of additional positions, yet does anticipate needed coverage of some additional priority areas. Accordingly, the duties of some positions have been increased and redistributed to meet these needs and to continue providing unavoidable legal services at ~ three times (3X) less than the only other option, which is outsourcing. The OGC is making a non-recurring return of \$135,000 from the University's outside legal fund and a recurring cut in the annual budget of \$50,000.

Digital Worlds **\$33,500**

To best compensate for budget reductions while maintaining the academic and research programs, two TEAMS positions will be eliminated and operations will be restructured. Through strategic use of both centralized and outsourced services (as well as part-time OPS and student positions) basic clerical and data entry capabilities will be maintained. Via strategic re-allocation of resources, two technical positions that would enhance the ability to compete for grants and contracts as well as provide infrastructure support for our academic and research programs will be created.

Office of Research **\$1,468,860**

The Office of Research will reduce the amount set aside for contingencies by 40 percent, and significantly reduce the support provided to Centers. The reduced contingency reserve would require costs be passed on to Colleges should the institution face significant expenses that exceed available funds. The reduced Center support will hamper the ability of the ICBR, CERHB, and Animal Care Services to make state-of-the-art equipment and facilities available to researchers, possibly impacting research efforts and making research proposals less competitive.

Opportunity Funds will be reduced 7 percent, making less seed-funding available for some of the most promising interdisciplinary initiatives. Support for UF-sponsored conferences and graduate student travel will be reduced 5 percent. Individual departments within the Office of Research will

see operating expense budgets cut between 5 percent and 20 percent to absorb the remaining budget reduction.

Interdisciplinary Program Development **\$8,316**

Expenditures will be shifted to other sources of funds to the extent possible.

Center for Smell and Taste **\$961**

The reduction will be made up from other sources of funds to avoid having to reduce effort.

Center of ERHB **\$66,971**

Partial reductions in two personnel lines will be offset by sponsored research contracts.

Biotechnology Development Incubator **\$10,718**

There will be a reduction in funds for replacement of scientific equipment.

ICBR **\$85,800**

The Education and Training function of ICBR will close. ICBR will no longer offer classes or highly staff-intensive workshops. ICBR will continue to offer vendor shows, classes run by other units, seminars and workshops. The rationale for this cut is that science service delivery is the ICBR primary function, and Education and Training, while serving an important extension and longer term function, is not a direct provider of ICBR research services. Colleges currently offering courses through the ICBR facility will have to make adjustments. Two positions will be eliminated.

Water Institute **\$6,356**

The budget cut to the Provost's contribution to the Water Institute Director's salary will be offset by funds from other sources. This will reduce the amount of time the Director spends on administrative activities and increase the amount of time spent on teaching and research activities. Thus the budget cut will impact the services the Water Institute is able to provide for campus-wide coordination of water-related research and education programs.

Animal Care Services **\$31,327**

The reduction in State funding will be absorbed by Auxiliary revenue generated from the increase in animal census numbers.

Emerging Pathogens **\$187,936**

EPI will trim faculty hiring and start-up commitments.

University of Florida Performing Arts Center **\$48,351**

The University of Florida Performing Arts (UFPA) understands the need to take steps in light of the reduced state funded budget allocation. In recent fiscal years, this auxiliary has been as proactive as

possible in reducing its budget to maintain an operation that services and supports the live performing arts as best it can while never sacrificing the safety of its staff and crew.

While the reduction of expenses across the board has annually been considered, the focus on generating additional revenues has been given significant attention. UFPA's early response to the decreasing budget led to a longtime process of ultimately reducing the Phillips Center rental discount for nonprofit organizations to 10 percent. This discount has been phased in over a four-year period of time.

A possible rental client could potentially result in additional net cash revenue of \$170,400 for the coming fiscal year.

UFPA has also taken direct steps to increase annual income with the Promoter Ticket Service Charge, increasing the assessment from is \$1.50 per ticket to \$2.00 per ticket on approximately 8,000 tickets pulled per year. The increase to the promoter ticket service charge will allow this charge to mirror other service charges that UFPA assesses on tickets and will increase potential revenue by \$4,000.

Outside of streamlining everyday office expenses, the reduction under consideration at the moment is temporarily sustaining current operations without filling vacant positions until the new season demands or until operating effectively requires it.

Senior Vice President and Chief Operating Officer \$40,971

The office's support budget will be reduced to meet the allocated budget reduction.

Institute for Child Health Policy \$40,971

The Institute will eliminate funding for two graduate assistantships and their associated tuition. The Institute will be unable to support graduate education to the extent it has in the past.

Finance and Accounting Services \$573,001

Over the last several years in particular, F&A has evaluated its organizational structure and operations to meet the budgetary constraints. Before any vacant position was filled, restructuring was considered first. From 2010 to 2012, the office reduced its budgeted FTEs by about nine. For 2013, to the office plans to eliminate 4 more positions and reduce the salary level of several other positions, all of which accounted for \$462,000 in reductions.

Additionally, the office has cut more than 50 percent of its normal equipment replacement budget. These cuts were primarily in the areas of Cost Analysis, Construction Accounting, General Accounting, IT support and the Controller's office. The reduced number of FTEs and equipment replacements likely will have an impact on the depth and continuity of the organization and may impact service levels.

University Libraries \$1,387,951

Program Reductions/Actions

- Relocate the library faculty and collections currently in the Journalism and Music Libraries

- Reduce spending on library materials
- Employee Reductions
- 2 vacant faculty positions will not be filled
 - 11 staff position eliminations

Florida Sea Grant

\$21,560

This reduction will be met by reducing the support of a partial faculty position. This results in a reduction of a commitment to a required match on NOAA grants.

Business Affairs

\$3,330,482

The Business Affairs Division budget plan will be through a combination of reductions in expenditures and service. More than 30 FTEs will be impacted.

Physical Plant Division

PPD: Elimination of 26 positions.

- Some existing supervisory staff will be transitioned to front line workers. This cut will result in fewer front line custodial staff causing an increase of per worker area responsibility and consequent lower service level. The cut also reverses the re-implementation of Main Campus window washing and high-reach cleaning crew.
- Reduced ability to perform needed stair, roof, ceiling and piping work as well as limits painting.
- Inability to implement new programs quickly and elimination of projects for improved environment control and energy efficiency.
- Slower response to work requests and preventative maintenance. This also reduces our ability to upgrade outdated building controls.
- Further degrades ability to provide support to campus.

University Police Department

UPD: To ensure continued operations and campus safety, the 5 percent support unit reduction was redistributed among other divisions within Business Affairs.

- SVPHA recently shared intent to reduce security services by \$300,000. This will impact about half of the security support for Shands/HSC/COM and certified patrols. Further discussions are required to mitigate security risk.

Environmental Health & Safety

EH&S: Eliminate four positions.

Facilities Planning & Construction

FP&C: Eliminate one FTE retirement vacancy. Limited clerical support will delay administrative functions and limited funds will be available for operating expenses.

Purchasing Division

\$74,842

Two staff positions will be eliminated, and the work responsibilities will be shared among others in the department. . There will be less time to devote to contract management, strategic sourcing and PCard post-auditing. In 2010, the Education Advisory Board completed a consultant's report benchmarking UF Purchasing Services staff levels with "Best in Class" aspirant schools. This report

identified staffing levels as a contributing factor to Purchasing Service's inability to sustain prime objectives like strategic sourcing and contract management. Additionally, the loss will affect Purchasing Services' responsiveness and service level regarding competitive solicitations, having a direct negative impact on departments and colleges. In 2010, Purchasing participated in a Finance & Accounting campus-wide survey and received specific feedback that campus prefers phones are answered rather than leaving messages. Reducing staff negatively impacts departmental ability to respond timely to campus inquiries and process transactions.

DOCE/ Teaching and Technology

\$74,842

A reduction in the budget dedicated to the support function of the Teaching and Technology office will obviously have an impact on the quality and quantity of the support provided to the campus users of such services.

Specifically, the reduction will be articulated in the following actions.

1. Personnel
 - a. A reduction of 1.0 FTE in office support staff implemented through attrition.
 - b. Eliminate OPS funding that supports conference enrollments causing a degradation of services to clients.
2. Equipment
 - a. Adversely affect the planned computer replacement schedule (Replace only 13 of the 33 planned replacements; in service \geq 5 years).
 - b. Delayed replacement of AV equipment used in workshops and conferences resulting in renting equipment from hotels at a higher cost to clients.
3. Training
 - a. Curtail the necessary training of the staff to maintain the skill set required for effective job performance in a rapidly changing technology environment.
 - b. Reduce travel to essential meetings for distance learning such as the Florida Distance Learning Consortium, and Sloan-C Consortium.
4. Service
 - a. Eliminate 3rd party contract for market research resulting in a reduction in critical analysis needed for viable distance education programs.

Information Technology

\$1,976,316

The UF Information Technology budget reduction will be managed through a combination of not filling vacant positions and attrition for several other positions, with one time funds utilized to bridge those positions until full attrition. These position eliminations will result in impacts to multiple IT service areas, including:

- 1) Reduced prevention, detection and mitigation of data security breaches;
- 2) reduced support for mainframe which hosts legacy student records and registration system ISIS;
- 3) Delays in implementation of upgrades for Oracle Enterprise Systems – Oracle HR, Finance, Grants, Student Finance;
- 4) Reduced quality assurance and developer testing; and

5) Elimination of learning analytics, mobile, and other academic IT portfolio tools, reducing UF's ability to provide up-to-date information delivery channels and to develop tools for learning outcomes measurement.

In addition, the reduction will require UFIT to reduce operating expenses and to increase the equipment replacement cycles for IT infrastructure and classroom technology, which will result in increases in deferred maintenance.

Division of Enrollment Management \$545,184

The Division of Enrollment Management budget cut will be distributed as follows:

Office of Admissions - \$177,682

To reach the goal of reducing the Admissions budget, the plan is:

- Limit in-state travel to only those weeks scheduled through the Florida School and College Relations Committee (FSCRC) calendar. This would limit the individual school visits. There will be no "extended" travelers committed to south Florida. The costs of gasoline, airfares, hotel rooms, car rentals, rental for event space and food/beverage expenses continue to rise much faster than the general rate of inflation.
- Two senior clerk positions in the Admissions Lobby/Reception area will not be filled. The lobby will be staffed by rotating student employees with professional thus staff decreasing their ability to handle their normal workload.
- Out-of-state recruitment will be narrowly targeted. New market development and expansion will be accomplished through online and electronic prospective student management initiative.
- Replace three summer overnight programs with one fall open house program.
- Reduce OPS expenses by half. The bulk of this commitment is used in Application Services to fill staffing needs during peak times. Cuts here have the potential to slow processing time and reduce the level of service to applicants, the colleges and the graduate departments.
- Combine Student Recruitment Conferences (SRC) program with the Shadow Day program.
- Reduce printed materials.
- Close the Welcome Center to Saturday visits. Nearly 40,000 visitors participate in Welcome Center activities on an annual basis of which approximately 25 percent visit on a Saturday. Closing on Saturdays will save on cost of staffing the center but will also limit visit opportunities for prospective and admitted students.
- Leave open unfilled positions.

Office of Student Financial Affairs - \$161,945

To reach the goal of reducing the Student Financial Affairs budget, the office would:

- Leave unfilled the vacated IT Specialist position. This position is responsible for coordinating the technological and programming efforts to process incoming scholarship checks, scholarship awards, and special programs. The elimination of this position will cause lengthy delays in the awarding and disbursement of aid to over 35,000 students with awards in excess of \$175 million.
- Leave unfilled any positions vacated during 2012-2013 except where there is a critical need and duties cannot be absorbed by the remaining staff or through partnering with other units within Enrollment Management.
- Suspend 90 percent of travel for professional development and training. The most deleterious aspect of this reduction would be SFA's inability to obtain complete and accurate training on compliance issues as it relates to state, federal and private aid. Additionally, SFA will experience a loss of access to continuing education and critical legal and regulatory updates. Without these training we take on greater risk.
- Reductions in publications and printing. Any budget decrease in print publications would have a negative impact on UF's recruiting efforts. Students, families, high-school and community college counselors, and other stakeholders rely on our publications to make decisions about financing options for attending UF.

Office of the University Registrar - \$169,663

To reach the goal of reducing the Registrar budget, we would:

- Reduce the ability to hire United World College (UWC) Scholars students who help with the workload from 23 to 8.
- Reduce OPS employees who assist during peak processing of admissions mail during freshmen, transfer, graduate and professional school application deadlines. Staff from around the office will be required to assist the mailroom during peak times, decreasing their ability to handle their normal workload.
- Elimination or reduce travel for professional development and training. This reduction will negatively affect the office's ability to have staff attend the critical training and professional development programs.
- IT equipment acquisition also will be severely reduced, resulting in less efficient staff as older computers are not able to be replaced at the UF IT Plan stipulated intervals.
- Most critically, these changes will result in continued service degradations which will affect the overall function and efficiency of the OUR and the university. Potential service degradations include:
 - Transcript processing will be delayed from 1 to 3 days
 - Phone queues will double or triple in length
 - Full Service in office support to students, parent, faculty, staff, outside agencies, alumni and other clientele will be substantially slowed and the queues we had eliminated will reappear
 - Response to colleges will be delayed and many requests may no longer be fulfilled
 - Grade change turnaround will increase from 24-48 hours to 3-5 days
 - Diploma processing and mailing turnaround times will be protracted

- Email responses will be substantially delayed from the current same day service

Office of the Vice President of Enrollment Management - \$35,894

To reach the goal of reducing the OVPEM budget, compensation will be reduced for an upcoming hire.

President's Office \$67,609

The President's Office Budget Reduction Plan will include reducing OPS hires and cutting expenses. Expense cuts will include office supplies, furniture, equipment and travel.

Provost's Office \$414,350

The Provost Office Budget Reduction Plan will include eliminate some OPS hires and cutting expenses. Expense cuts will include office supplies, furniture, equipment and travel.

College of Medicine-Jacksonville \$234,175

The shortfall will be made up through increased clinical revenue by targeting productivity at the 75th percentile of MGMA standards.

Women's Athletics \$20,235

The reduction in these funds, which is provided as Title IX funding, will reduce the amount of state support for scholarships to student athletics.

Warrington College of Business Administration---Budget Reduction Plan

On March 3, 2012, we met with the academic unit heads and outlined possible options to meet a potential recurring budget reduction in 2012-2013. On March 19, 2012, we met with the Provost to discuss the possible options for meeting a recurring budget reduction. On April 6, 2012, we received our budget allocation for FY 2012-2013. Our recurring reduction is \$228,911.

On April 11, 2012, at our April scheduled faculty meeting we outlined the strategy for meeting this recurring reduction of \$228,911. While no vote was taken there was general agreement among the faculty with the proposed strategy.

WCBA will meet its recurring reduction of \$228,911 from salary savings from expected retirements on June 30, 2012.

College of Agricultural and Life Sciences budget cut proposal

5/11/12

Proposed budget cut plan

IFAS "central" (Deans offices and planning and operations funds) will take 88% of the cut
Units (Departments and Research and Education Centers) will take 12% of the cut

The cut is broken down as follows:

- IFAS Facilities Planning and Operations
Reduction in recurring renovation funds and distance education facilities upgrades \$800K
- Research and Extension Deans
Shift in source of funds for staff salaries \$335K
- CALS Dean
Reduction in CALS discretionary graduate support for matching assistantships \$150K
- Units (RECs and Departments) reduction in operating funds for teaching support \$175K

Total cut **\$1.46M**

Source of Funds

OPS	\$150K
OE	\$975K
OCO	\$ 0
Salary	\$335K
Total	\$1.46M

College of Liberal Arts & Sciences
Office of the Dean

2014 Turlington Hall
PO Box 117300
Gainesville, FL 32611
352-392-0780
352-392-3584 Fax

TO: Joe Glover, Provost
FROM: Paul D'Anieri, Dean, College of Liberal Arts and Sciences
RE: Budget Cut
DATE: May 10, 2012

CLAS will meet its \$5.9 million¹ budget cut as follows:

Faculty attrition:	\$1.8M
Shift of research costs to IDC	\$ 620k
Shared Service Center implementation	\$ 620k
OPS	\$ 670k
Unit level cuts to staff and OE ²	\$2.19M

¹The \$5.9 million figure combines a budget cut of \$5.5 million and expected raise costs of \$400,000.

²Unit level cuts to staff and OE will include cuts to departmental OE allocations, shift of research expenses (personnel) onto departmental grant and IDC revenues, and elimination of staff positions.

Proposed Reductions	Savings effective at end of FY	Dollar Savings w/fringe	Total Savings by FY
Operating reduction	FY13	\$ 4,300	
Travel reduction	FY13	\$ 71,307	
OPS reduction	FY13	\$ 192,395	
Tuition Waiver reduction	FY13	\$ 150,000	
Staff position not filled	FY13	\$ 55,726	
Staff position not filled	FY13	\$ 50,777	
Search cancelled	FY13	\$ 104,720	
Faculty line not filled	FY13	\$ 58,382	
Faculty line not filled	FY13	\$ 156,808	\$ 844,415
Faculty line not filled	FY14	\$ 88,500	
Faculty line not filled	FY14	\$ 76,871	
Faculty line not filled	FY14	\$ 95,731	\$ 261,102
Total Reduction		\$ 1,105,517	\$ 1,105,517

College of Dentistry Budget Reduction Proposal

State appropriations for the College of Dentistry for fiscal year 2012-13 have been reduced by \$1.1M representing a 6% decrease over the prior year. The budget reduction will be managed through a combination of revenue enhancements, expense reductions and operational improvements.

Revenue enhancements

Increase clinical productivity by five percent

- Adjust faculty assignments from teaching, administration or unfunded research to clinical practice to accomplish this goal
- Develop a strategic marketing plan to increase clinical volume
- Expand clinic hours
- Apply for federal funds through Medicare and Medicaid EHR incentive programs, also known as "Meaningful Use."

Expense reductions

- General expense reductions at the college and department levels
- Promote existing *UF Phased Retirement Program*

Operational improvements

- Centralization of administrative functions to improve business outcomes
- Establish centralized call center

College of Education Reduction Proposal

\$437,000

Academic Program Reductions

- Close Duval Apprenticeship Post-baccalaureate Program

Service Reduction and Restructuring

- Reduce outreach to schools

Employee Reductions

- 1 faculty position through attrition
- 2 part-time faculty
- 2 staff
- OPS reductions (\$20,000)
- OE reductions (\$90,000)

College of Engineering**FY 2013 Budget Cuts**

5/10/2012

REDUCTIONS
REPURPOSE FOR SPP & PROMO

Faculty Attrition	Amount	Staff Positions	Amount	OPS Amount	Program Support*	Amount	Total Cut
1	173,021	7	413,637	857,291	Various	1,556,021	2,999,970
					Various	210,000	3,209,970

*Categories include:

Cost Sharing

Tuition Waivers

Fac. Support for Participation In Distance Learning

Support for Research Infrastructure

Adjunct faculty

Admin.

1,860,000

Depts.

1,349,970

College of Fine Arts 3 Year Draft Proposal

2012-2013

Reductions

\$1,701,244.00

	YEAR ONE: FY12-13	YEAR TWO: FY13-14	YEAR THREE: FY14-15
College OPS reduction	\$13,700	\$13,700	\$13,700
College OE Reduction	\$61,301	\$61,301	\$61,301
SAAH Retirement	\$0	\$32,945	\$138,945
SAAH Staff Reduction	\$0	\$24,960	\$24,960
SAAH Grad Stipends	\$75,647	\$75,647	\$75,647
SAAH Grad Waivers	\$83,458	\$83,458	\$83,458
SAAH Grad Stipend Reduction	\$17,600	\$54,400	\$72,000
SAAH OPS Cut	\$0	\$119,000	\$172,012
SAAH Summer Reduction	\$25,340	\$25,340	\$25,340
SAAH OE Reduction	\$10,000	\$15,000	\$10,000
SOM Retirement	\$0	\$103,236	\$103,236
SOM Retirement	\$0	\$90,619	\$90,619
SOM Vacant Position	\$71,176	\$71,176	\$71,176
SOM Grad Stipends	\$39,600	\$79,200	\$125,400
SOM Grad Waivers	\$46,142	\$92,284	\$146,128
SOM OPS Cut	\$26,464	\$26,464	\$33,774
SOM OE Reduction	\$80,000	\$80,000	\$80,000
SOTD Retirement	\$0	\$126,230	\$126,230
SOTD Vacant Position	\$115,000	\$115,000	\$115,000
SOTD Grad Stipends	\$20,640	\$41,520	\$62,400
SOTD Grad Waivers	\$7,692	\$23,076	\$38,460
SOTD OPS Cut	\$0	\$15,665	\$14,258
SOTD OE Reduction	\$12,500	\$17,200	\$17,200
Cumulative Total Cuts	\$706,260	\$1,387,421	\$1,701,244
Cumulative Cut Percentage	5%	10%	13%

Florida Museum of Natural History

\$402,904

Employee reductions

- 1 non-tenure track faculty position
- 1 faculty position through attrition
- 6 staff

Operating budget reduction (\$32K)

2012-2013 Budget Resolution: The Graduate School

The reduction amount for the Graduate School support 2012/2013 budget is \$148,653. After adjustments to the pay periods and fringe benefits, the Graduate School must reduce its Appropriations budget by \$122,894. Of this amount \$922 is attributable to the Concession Fund.

Due to the current budget contractions, the reduction will be met by the following actions:

The Graduate Teaching Assistant Awards will be discontinued in 2012/2013 as a recurring item. *(The Provost will make a nonrecurring commitment to continue the program in 2012/13.)* The Graduate Teaching Assistant Awards recognize excellence in Graduate teaching assistants who make major contributions to teaching and learning at the University of Florida. Each academic year, the UF Graduate School has recognized those selected as the best, brightest and most industrious of the University of Florida's graduate teaching assistants for their work as instructors in the classroom and laboratory. The discontinuation of this program will relieve \$12,800 from the Graduate School Budget. The Concession Fund will no longer provide refreshments for the event.

The Doctoral Dissertation Advisor/Mentoring Awards recognize and reward excellence, innovation and effectiveness in doctoral dissertation and Master of Fine Arts advising. Each year, up to five faculty members receive awards of \$3,000 each. An additional \$1,000 was deposited in each faculty member's department account for use in supporting doctoral or M.F.A. students. The program elimination provides \$24,131. *The Provost will make a nonrecurring commitment to continue the program in 2012/13.*

The Graduate School is forced to **reduce its ability to hire Graduate Assistants**. These assistantships provide valuable experience to the student and support to the Graduate School. Two Graduate Assistant positions will be removed during the 2012/2013 fiscal year. These positions support the Administrative and Data Management functions. These two positions are also accompanied by tuition waivers. The total expense reduction is \$31,800 in OPS and \$21,600 in corresponding tuition waiver expense.

One Graduate Assistant position will be reduced to .33 from .50 FTE saving \$3,400 in OPS. The tuition waiver will be paid by a scholarship, reducing tuition expense by \$10,800.

One Graduate Assistant position will be converted to OPS, saving \$10,800 in tuition expense.

One OPS full time position is replaced with a Federal Work Study Student at .74 FTE saving \$6,641.

Graduate School

\$0.149 M

Employee Layoffs

- 0 faculty, 0 staff layoffs

Graduate Assistants

- Eliminate 2 graduate assistant positions
- Convert 1 graduate assistant position to OPS
- Reduce FTE on graduate assistant position

Eliminate Award Programs

- Graduate Teaching Assistant Awards
- Doctoral Dissertation Advisor/Mentoring Awards

**College of Health and Human Performance
Budget Cut Proposal
2012-2013**

Targeted Reduction Amount: \$336,000

REDUCTION

AMOUNT

Associate Dean for Faculty Affairs (.50), Professor (.50)

\$ 197,964

The current Associate Dean will retire and we will not refill this line. This will require a reorganization of the dean's office structure. It will also mean that some aspects of administration that this office filled will be left undone. It will also mean a faculty line lost in the home department of the Associate Dean. This will result in a loss of teaching credits and research productivity for the department.

Assessment Coordinator

\$ 58,365

A program assistant position was to be converted to a line to assist with assessment in the college as we prepare for SACS accreditation review. The college will have to conduct these activities through faculty generated committees.

Living Well support

\$ 80,000

The College will remove annual support from Living Well. Living Well will have to find alternate sources of funds, reduce costs or close if that is not possible.

Total

\$336,329*

*these reductions are endorsed by the Administrative Council of the College and they have been presented to the faculty and staff ; they are on the agenda for approval by the College Council May 22.

College of Journalism and Communications

The total amount of budget reduction for the UF College of Journalism and Communications is \$656,468.

- Faculty attrition and hiring freeze (3 faculty positions)
- Consolidation and reorganization of several functions within the College and Division of Multimedia Properties (8 staff positions)
 - Consolidation of the Business Offices of the Division of Multimedia Properties and the College
 - Reorganization of other Division of Multimedia Property operations
- Movement of portion of one faculty state salary to endowment source

To: Joe Glover
From: Phil Williams
Date: May 8, 2012
Re: Budget Proposal, 2012-13

The Center's budget allocation for 2012-13 represents a cut of \$90,390, or approximately 4.3%. After considering a range of options in consultation with faculty, the Center's priority was to avoid faculty layoffs and eliminating additional staff positions.

Proposed Savings:

Savings of approximately \$80K from staff attrition:

- The Center has decided not to replace a fiscal assistant who left last year. Her duties have been redistributed to other staff members.
- The Center has decided to postpone replacing its halftime development officer who left last year.

Savings of approximately \$10K from staff replacement:

- We replaced our Executive Director, who left at the end of December, with an Assistant Director for Administration at a lower salary rate.

Proposed FY 13 Budget Reductions
Levin College of Law
May 11, 2012

Items:

Reduction of three non-tenure track research positions in centers and institutes

Postpone three permanent faculty appointments

Reduce Legal Information Center (library) acquisition budget

TOTAL: \$1,049,532

Proposed College of Medicine/Gainesville 2012-2013 Budget Plan

The UF College of Medicine/Gainesville (COM) will receive a \$5.7M reduction in State General Revenue (SGR) for 2012-2013, a 10.1% decrease compared to the prior year.

The COM uses SGR to fund academic programs for the medical, graduate, and physician assistant students. To address this cut in SGR, the COM proposes to:

- (1) Reduce the SGR distributed to departments for teaching and research by \$3.2M. The SGR distribution is being carefully aligned with specific faculty effort in the current educational curricula for medical, graduate, and physician assistant students.
- (2) Reduce the SGR distribution to the COM education office and related internal COM education allocations by \$1.1M.
- (3) Reduce the SGR distribution to line item programs that were consolidated in the state budget by \$1.4M.

The impact of these reductions on departments and programs is still being assessed.

College of Nursing

The College of Nursing had a 6.6% budget reduction totaling \$511,399 dollars, which is to be handled as follows:

- (1) Reduction in part-time OPS faculty at \$165,000
- (2) Carry-forward funds at \$346,399 generated by 5 unfilled faculty vacancies and other reductions

The overall impact is an additional reduction in the time available for faculty members to engage in research, scholarly activities and service, including unfunded clinical care for underserved populations.

College of Public Health and Health Professions

Proposed Budget Reduction Plan

Total Reduction (\$697K)

- Reduction in faculty FTE due to retirements (\$280K)
- Reduction in adjunct instructors, research assistants, and tuition waivers (\$225K)
- Reduction in staff FTE (\$36K)
- Reduction in operating expenses (\$156K)

Smathers Libraries

\$1,387,951

Program Reductions/Actions

- Relocate the library faculty and collections currently in the Journalism and Music Libraries
- Reduce spending on library materials

Employee Reductions

- 2 vacant faculty positions will not be filled
- 11 staff position eliminations

College of Veterinary Medicine
FY13 Budget Cut

Faculty and staff in DROP move to carryforward	\$ 499,563.00
Reduce administrative budget and cancel several advertised faculty position hires	\$ 290,000.00
5% cut from teaching & admin expense	\$ 42,772.00
VH 5.89% budget reduction - leave positions unfilled/move to other funds	\$ 201,901.00
Staff move other funds	\$ 16,794.00
Total budget cut	<u>\$ 1,051,030.00</u>
Use one-time reserves	\$ 2,122,422.00
Total 15% budget cut	<u><u>\$ 3,173,452.00</u></u>