





UNIVERSITY *of*
NORTH FLORIDA.

BOARD OF TRUSTEES
BUDGET WORKSHOP

May 17, 2007

BUDGET PROCESS

- **This proposed budget allows us to fund current operations, continue to allocate new funds to existing initiatives and add one new initiative**
- **Justification of 2006/07 base budget**
- **Budget committee**
- **Reallocation of budgets within divisions**
- **Each request for incremental monies was tied to the Strategic Plan**

REDIRECTION OF EXISTING EDUCATIONAL AND GENERAL FUNDS IN 2006/2007

- **Created two new departments (Financial Systems and Treasury) with existing A&F Divisional funds**
- **Institutional Advancement took an existing development position and split it into two positions—one for annual giving (which needs more attention) and one to support Media Relations and Events which is moving to UNF Hall.**
- **Institutional Advancement reallocated \$50,000 from this year's marketing budget to put towards a content management system with an additional \$40,000 from their salary savings.**

REDIRECTION OF EXISTING EDUCATIONAL AND GENERAL FUNDS IN 2006/2007

- **Reallocated University Police Department salary reserves generated by retirement of 2 officers and voluntary demotions during fiscal year 06/07 to fund one new police officer.**
- **Student Affairs supplemented \$30,000 of Disability Resource Center's expense for note takers, scribes, mobility assistants, monitors, and interpreters.**
- **Reallocated \$5,000 to add to existing funds to hire an OPS coordinator for the Equity and Civility Committee to manage the program, assist subcommittees, meet with various constituencies on campus and produce the yearly report for the President.**

REDIRECTION OF EXISTING EDUCATIONAL AND GENERAL FUNDS IN 2007/2008

- **Reallocated \$2,500 in Purchasing from OPS to equipment repairs and maintenance, professional memberships and conference registrations**
- **Reallocation of \$10,000 from communications devices > \$1000 to cover needs for additional network interface cards, server rack electrical and switches, indoor wireless access points**
- **Department printing and duplicating charges reduced as central site print decreases and more technical handouts placed online – approximately \$20,000 redirected to help with increase in software license costs**
- **\$10,000 savings from computer supplies redirected for staff training**

REDIRECTION OF EXISTING E&G FUNDS IN 2007/2008

- **Currency - Continued practice of purchasing 4-year warranties, combined with aggressive pricing, reduced per unit costs and realization of efforts to extend useful life of existing technology hardware result in no additional funds requested**
- **Florida Lambda Rail – Increased cost of service provider contracts next year continues to be covered by OSRP’s overhead contribution to cost of FLR .**
- **Reallocate portable rental to travel/training - \$18,650**
- **Reallocated monies within A&F Division to support small departmental requests(\$154,500)**

REDIRECTION OF EXISTING E&G FUNDS IN 2007/2008

- **Institutional Advancement is going to have an outside consultant review the Alumni Services office to assess the programming structure. The purpose is to determine what we need to be offering our alumni in terms of on and off campus events to be strategic and selective in how we spend the finite dollars.**
- **Converting administrative faculty position to instructional position in the COEHS**
- **Transferring Honors faculty to Academic Enrichment Program**

NEW RECURRING RESOURCES FOR 2007/08

1) 2006/07 Educational & General allocation (Initial)	\$124,708,132
Annualization of health and retirement benefits	1,057,917
Adjusted 2006/07 base allocation	\$125,766,049
2) 2007/08 Allocation issues (new funding):	
Enrollment growth (321 new FTE @ 9,552/FTE)	\$ 3,066,369
Tuition increase (5.0% in-state and 0% out-of-state)	1,391,643
Change in in-state/out-of-state mix	(101,962)
Adjustment in Plant Operations & Maintenance for new space	61,747
Annualization of summer fee increase	273,535
	\$ 4,691,332
3) 2006/2007 Educational & General allocation	\$130,457,381

TUITION INCREASE

- **Legislature authorized the University's Board of Trustees to increase undergraduate, in-state tuition by 5% or up to \$77.39 per credit hour**
- **By the Legislature and BOG delegation, authorized tuition flexibility on graduate and out-of-state fee up to 10% increase over FY 2006-07; however these rates may not be lower than the rates in effect for the 2006-2007 fiscal year.**
- **This budget is based on approving a 5% increase on the undergraduate and graduate, in-state tuition and 0% increase for out-of-state undergraduate and graduate students**
- **Difference in revenue is \$134,600**

FUNDING SOURCES FOR 2007/08 INITIATIVES

TOTAL RECURRING DOLLARS: \$11,238,726

- **New E & G Funding – \$4,691,332**
- **Unallocated Reserves
(2006/07 Resources) – \$857,205**
- **Reserves
(2006/07 Recurring) – \$5,690,189**

FUNDING SOURCES FOR 2007/08 INITIATIVES

TOTAL NONRECURRING DOLLARS: \$12,140,000

- **E&G Funding (State)**
 - **Coastal & River Ecological Research \$250,000**
 - **Schultz Professional Development \$500,000**

- **Excess Tuition Dollars from Over-enrollment \$700,000**

- **Carry Forward Funds**
(Unallocated) Accumulated - \$10,690,000

Funded, Actual & Projected FTE

- **2006/07 FTE Target** **9,920**
- **2006/07 Actual FTE** **10,149**
- **2007/08 New FTE Target** **10,241**
(Increase of 321-Lower 191, Upper-128, Grad II-2)
- **Allocated to colleges
for 2007/08 FTE** **10,500**

RESERVES

- Enrollment shortfall/State call back (3% of budget)
 - \$1,659,975 recurring
 - \$2,276,246 nonrecurring
- Additional reserves pending Governor approval of budget
 - \$1,391,643 Tuition
- Executive reserve
 - \$500,000 recurring
 - \$296,357 for future growth 08/09 recurring
- Utility/major equipment
 - \$350,000 nonrecurring

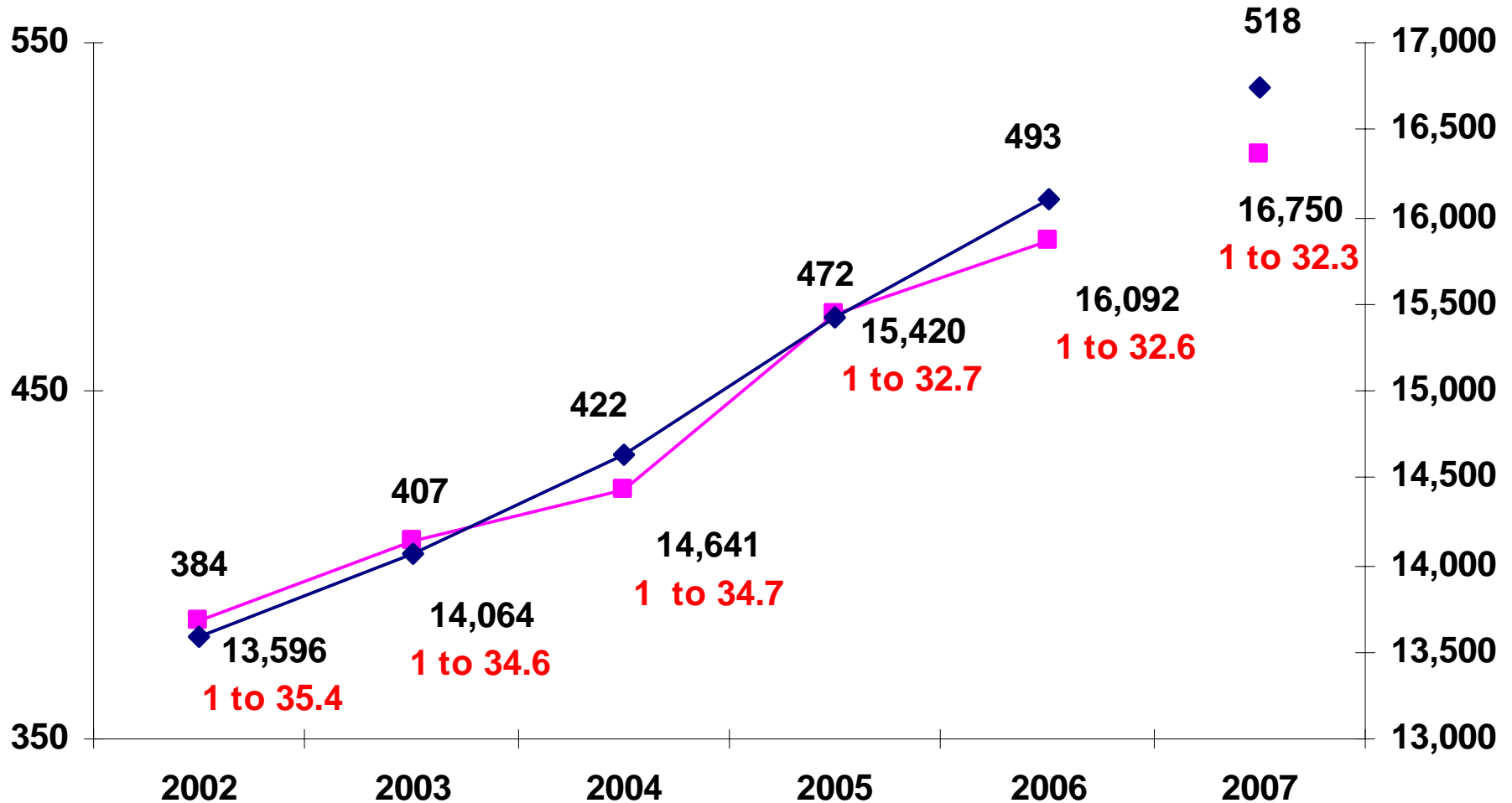
STUDENT LEARNING 06/07

- ✓ **SLE4. Our students will have opportunities to engage in transformational learning opportunities [TLOs].**
Funded 11 international and 12 domestic TLOs involving 325 students
- ✓ **SLE6. We will maintain or improve faculty-to-student ratios to support student learning.**
Fulltime instructional faculty to student headcount ratio went from 1-to-32.7 in fall 2005 to 1-to-32.6 in fall 2006

STUDENT LEARNING 07/08

- **SLE4. Our students will have opportunities to engage in transformational learning opportunities (TLOs).**
Fund coordinators to track and assess progress on TLOs and other undergraduate initiatives \$98,560
- **SLE5. Our students will have access to appropriate academic advising, tutoring, and disability services.**
Fund additional support for disabled students \$71,133
Fund tutoring program previously funded by SG \$20,000
Support summer faculty advising for incoming freshmen \$35,000
- **SLE6. We will maintain or improve faculty-to-student ratios to support student learning.**
Fund 25 new instructional faculty lines:
 - 14 from 2006/2007 set aside**
 - 11 from 2007/2008 increase**
 - total \$1.9 million**

STUDENT AND FULLTIME INSTRUCTIONAL FACULTY HEADCOUNTS: FALL TERMS



■ Fulltime Instructional Faculty Headcount, does not include administrators
◆ Student Headcount

FTE ASSIGNMENTS AND NEW FACULTY LINES

(Does not include administrative lines)

	2006-2007 FTE target (actual)	2007-2008 FTE allocated to colleges	% of new and redistributed FTE assumed	# of new positions in budget (2006/07 set aside + 2007/08 new)
Arts and Sciences	5,650 5,941	6,155	59%	12 (6+6)
Business	1,672 1,650	1,732	7%	4 (3+1)
Computing, Engineering Construction	438 499	515	9%	1 (0+1)
Education	1,074 1,080	1,163	10%	3 (2+1)
Health	816 917	935	14%	5 (3+2)
TOTAL	9,650 10,149	10,500	100%	25 (14+11)

FLAGSHIP PROGRAMS 06/07

- ✓ **FP1. We will identify eight to ten programs that will be given flagship status.**

Named three new flagship programs: Transportation/Logistics; International Business; Coastal Biology

Decision to not begin any new programs in fall term

- ✓ **FP2. We will secure and provide sufficient resources to build flagship programs**

Set aside \$400,000 for new flagship programs -

- ✓ **FP3. We will track the success of each flagship program**

Community nursing students received national award for community nursing from the National Association of Student Nurses

FLAGSHIP PROGRAMS 07/08

- **FP2. We will secure and provide sufficient resources to build flagship programs**

Hire director for Coastal Biology Program

Received \$250,000 in nonrecurring funding from for the Coastal and River Ecological Research (LBR)

RESEARCH AND SCHOLARSHIP 06/07

- ✓ **RS1. We will increase research/scholarly productivity**
Hired 3 grant coordinators to relieve faculty from post-award administration responsibilities. Increased time-on-project for faculty
- ✓ **RS4. We will support senior faculty with solid track records in research and invest in new faculty who are beginning their research careers.**
Supported 20 course releases for tenured faculty with records for scholarly productivity
Increased faculty travel budgets to \$1,500 on average

RESEARCH AND SCHOLARSHIP 07/08

- **RS1. We will increase research/scholarly productivity**
Hire grant coordinator for Computing, Engineering, and Construction \$34,000 nonrecurring
- **RS3. We will increase our students' direct involvement in research and other scholarly activities**
Fund new library resources for DNP and DPT programs - \$20,000 recurring
Fund backlog of faculty request for library resources - \$250,000 nonrecurring, \$100,000 recurring
- **RS4. We will support senior faculty with solid track records in research and invest in new faculty who are beginning their research careers.**
Add \$50,000 to faculty travel

COMMUNITY CONNECTIONS 06/07

- ✓ **CC1. Our curriculum will include undergraduate and graduate degree programs which respond to student and community**
Funded an education faculty line to support education minor, increasing access into teacher preparation programs- \$61,920
So far 259 students have taken advantage of the minor.
Two lines for the new nurse anesthetist program \$224,460 full enrollment in 2006/2007, Well above projected application pool
- ✓ **CC2 We will expand opportunities for our students to use the community as a learning laboratory**
Hired internship coordinator for Criminal Justice-\$54,180

COMMUNITY CONNECTIONS 07/08

- **CC2. We will expand opportunities for our students to use the community as a learning laboratory;**
Hire a director to develop community-based learning opportunities \$115,000
- **CC3. We will increase collaborative research partnership with other institutions, agencies, businesses and community partners**
Help fund CROP (College Reach Out Program) \$75,000 nonrecurring
Continue 3-year commitment to Global Health and Diplomacy \$125,000 nonrecurring
Fund Community Outreach Council \$3,000 nonrecurring
Fund pilot program to hire developmentally disabled workers on-campus \$8,000 nonrecurring

QUALITY STUDENTS 06/07

- ✓ **QS1. We will establish a projected student profile and use targeted recruitment strategies for academically meritorious, talented, and underrepresented students.**
 - Provided \$100,000 for Graduate School recruitment**
 - Initiated new marketing/recruitment campaign for Graduate School**
 - Fall 2007 graduate applications are up 200 over past two years.**

- ✓ **QS2. We will increase scholarships for high-merit, talented, and underserved students, and increase graduate assistantships.**
 - Merit scholarships and SWOOP scholarships**
 - Added \$667,317 recurring**
 - fall 2006 merit scholars – 401**
 - fall 2006 SWOOP scholars – 63 new**
 - second year retention rate for merit scholars – 97%; retention rate for**
 - other students – 77%**

 - 337 first-generation scholarships awarded**

 - Added \$105,500 to new GTAs-**

QUALITY STUDENTS 07/08

- **QS1. We will establish a projected student profile and use targeted recruitment strategies for academically meritorious, talented, and underrepresented students.**
 - Hire an additional staff member in the graduate school to aid in processing graduate school applications \$31,510 recurring**
 - Additional expenses for graduate school recruitment \$85,000 nonrecurring**
 - Fund positions for Jacksonville Commitment \$300,000 recurring**
 - Fund international student recruitment \$20,000 nonrecurring**
- **QS2. We will increase scholarships for high-merit, talented, and underserved students, and increase graduate assistantships.**
 - Complete funding for merit scholars \$500,000**
 - Add funding to SWOOP scholarships \$200,000**
 - Add \$139,164 in need-based aid 10% of tuition increase**

QUALITY FACULTY 06/07

- ✓ **QF4 We will provide opportunities for faculty development and resources to support teaching and research**
 - Faculty international grants for program development- \$50,000 nonrecurring**
 - Provided start up costs for 6 new faculty in College of Arts and Sciences \$275,000**
 - Provided start up costs for 2 new faculty in the Brooks College \$150,000**
 - Enabled units to be more competitive in hiring new faculty**
- ✓ **QF5 We will ensure appropriate and competitive salaries in the upper quartile for comprehensive institutions.**
 - Salary increases above the State funded 3% across-the-board - 2% additional salary increase**

QUALITY FACULTY 07/08

- **QF4 We will provide opportunities for faculty development and resources to support teaching and research**

Begin funding release time for new tenure-earning faculty

Provided start up costs for new faculty in chemistry/physics, biology, psychology.

Enabling units to be more competitive in hiring new faculty

QUALITY STAFF 06/07

- ✓ **QS4 We will ensure that staff salaries are competitive with the marketplace, including a merit pay program**
Salary increases above the State funded 3% across-the-board raise and 2% merit increase
- ✓ **QS5 We will provide flexible employee benefits and continuously review the feasibility of offering additional benefits**
Funded 84 tuition scholarships for staff and 8 for dependents in fall 2007
Funded 70 tuition scholarships for staff and 10 for dependents in spring 2007
- ✓ **QS3 We will provide opportunities for professional development, growth and training for our staff**
\$100,000 was used to provide on-campus professional development training for 1,002 staff members (duplicated headcount).

QUALITY STAFF 07/08

- **QS4 We will ensure that staff salaries are competitive with the marketplace, including a merit pay program**

Set aside \$50,000 to adjust salaries for lowest paid employees

PHYSICAL FACILITIES 06/07

- ✓ **CMP1 Our facilities master plan must project and accommodate short and long term growth in our academic programs, including appropriate accommodations for students, faculty, staff**

Refurbishing classrooms \$250,000 including new clock system; painting; and replacing carpeting, ceilings, and blinds.

ADA accommodations included automatic door controls, handrails, and new aggregate in courtyard. \$250,000

- ✓ **CMP2 To implement the master plan we must seek the needed funding.**

Secured \$30 million in PECO funding for major construction projects and money which was added to the AOL purchase

- ✓ **CMP4 We will invest in new and replacement computing and classroom technology**

Spend \$150,000 to equip the remaining teaching classrooms (110) with technology

Spend \$45,000 on Smart Classroom in Social Science Building

PHYSICAL FACILITIES 07/08

- ✓ **CMP1 Our facilities master plan must project and accommodate short and long term growth in our academic programs, including appropriate accommodations for students, faculty, staff**
 - Refurbishing classrooms including replacement of carpeting, ceiling grids, seating, locking hardware on doors, other furnishings (\$250,000).**
 - ADA accommodations to include handrails, water coolers and picnic tables, and 2nd level roundabouts. \$250,000**
 - New initiative on security: upgrade communication/security systems \$250,000**

- ✓ **CMP2 To implement the master plan we must seek the needed funding.**
 - Secured \$29.3 million in PECO funding for UNF Hall (AOL), College of Education building, new on-campus classroom space.**

- ✓ **CMP4 We will invest in new and replacement computing and classroom technology**
 - \$40,000 to equip sixteen laboratory classrooms (210) with instructional technology**

FISCAL RESOURCES 06/07

- ✓ **F1 We will increase private support for the University**
 - Provided partial E&G funding for 3 new development officers \$85,120**
 - Provided remainder of E&G support required for current college development officers**
 - We have had a 20% increase in the number of donors over last year so far and anticipate more by the end of the year.**
 - Dollar figures are not yet available.**

FISCAL RESOURCES 07/08

- **F1 We will increase private support for the University**
Provide half of the funding needed for a new AVP to assist with capital campaign and other fund raising activities