



**UNF**

UNIVERSITY *of*  
NORTH FLORIDA.



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NORTH FLORIDA.

# **BOARD OF TRUSTEES**

## **Budget**

### **June 15, 2009**

# BUDGET PROCESS

- **This proposed budget includes \$5.3 million dollar net budget reduction (\$3.5 for 08/09 and \$1.8 for 09/10)**
- **Each division reviewed their operations to determine expenses to cut**
- **A controlled spending committee continued to meet to review spending throughout the year and look for methods to create greater efficiencies**
- **27% fewer requisitions were processed for E&G funds in 2009 vs. 2008 = \$419K fewer dollars**

# BUDGET PROCESS

- **The vacancy pool committee continued its review process — four of the administrative positions held by the committee ended up as part of the budget reduction**
- **The vice presidents worked together to ensure a fair budget**
- **The few incremental monies provided are tied to the Strategic Plan**

# BUDGET REDUCTION 08/09

- **The 08/09 budget was reduced by a total of \$3.5 million**
  - **General revenues was reduced by \$3.1 million recurring dollars**
  - **Lottery was reduced by \$414,954 of which \$382,133 was recurring dollars and \$32,821 was nonrecurring dollars**
- **UNF used reserves held for state call-back to fund the mid year budget reduction**

# BUDGET REDUCTION FOR 09/10

## **Reductions -**

- **General Revenue budget reduced by \$12.0 million**
- **Lottery budget reduced by \$202 thousand**

# BUDGET REDUCTION FOR 09/10

## Offsets –

- 8% tuition increase for undergraduate students generates \$2.1 million
- 7% tuition differential provides for \$1.2 million
- Graduate and out-of-state tuition increases provide \$648 thousand
- Annualize 08/09 tuition increase of \$649 thousand
- Increase in tuition enrollment mix of \$9,323
- Federal Stabilization Fund of \$5.9 million

**Net budget reduction for 09/10 of \$1.8 million (without new PO&M)**

# BUDGET REDUCTION 09/10

- **Reduced the recurring budget by \$2.1 million and moved the expenditures for currency and library resources to nonrecurring monies**
- **To balance the budget divisions reduced their budgets by an additional \$3.2 million**
- **Total net budget reduction from 08/09 and 09/10 is \$5.3 million**



# DIVISIONAL BUDGET REDUCTIONS

- **President's Office is eliminating an assistant director's position and operating expenses (\$125,374)**
- **Institutional Advancement is reducing three positions, including 2 assistant directors and a coordinator, and operating expenses (\$125,000)**
- **Student Affairs is cutting two positions, including a director and coordinator, salary reserves and operating expenses (\$153,548)**

# **DIVISIONAL BUDGET REDUCTIONS**

- **Administration and Finance is reducing operating expenses, travel and other personnel services.**
- **Reduced 10 positions, including an assistant bursar, office assistant, senior postal clerk, maintenance specialist, senior custodial supervisor, HVAC mechanic and administrative assistant.**
- **Reducing Florida Lambda Rail expenses by \$60,000**
- **Information Technology Services is reducing lab hours and eliminating a reporting software tool for \$40,000. The reporting application will be replaced with a tool that we received for free as part of a larger software package**

# DIVISIONAL BUDGET REDUCTIONS

- **As we continue our energy saving programs, we reduced electricity by \$35,000 with our green light program**
- **Physical Facilities brought back in an outsourcing job for roadside maintenance which should save \$79,000**
- **Total A&F reductions are \$950,000**

# **DIVISIONAL BUDGET REDUCTIONS**

- **Academic Affairs is reducing reserves by \$370K**
- **Reducing summer school budget by \$412K; \$250K of the reduction will be accomplished through efficiencies.**
- **COAS is reducing adjunct overload in response to lower enrollments, expenses in Writing Center and Irish Studies costs**
- **CCB is returning rate from a retiring line and rate reserve**
- **COEHS is reducing a partial faculty line**

# DIVISIONAL BUDGET REDUCTIONS

- **Brooks College is transferring 2 positions to Foundation**
- **CCEC is returning a partial faculty line and rate reserve**
- **Library is reducing a partial librarian line and OPS expense**
- **Enrollment services is reducing OPS and other operating expenses. Some of these expenditures will moved to auxiliary funds**
- **Fine Arts Center reductions during the downturn**
- **AA total reductions equal \$1.8 million**

# BUDGET REDUCTION PROPOSALS AT OTHER SUS INSTITUTIONS

School	Laying off positions	Not filling positions	Cutting programs
UF	58 faculty and staff	110 positions won't be filled	Closing several programs
FSU	332 faculty and staff over next 2-years		Possibly cutting up to 21 programs
UCF		200 positions to go unfilled	Eliminating as many as 25 programs
FAU	Laying off 6 tenured faculty & 24 professional staff		Considering closing programs
FIU	Laying off positions associated with programs		May close 18 programs
FAMU	30 layoffs in 2008		
UWF	Considering layoffs		Considering closing programs
New College		2 tenure track faculty lines and 15 staff positions	

# RECURRING RESOURCES FOR 2009/10

1) 2008/09 Educational & General allocation (Initial)	\$123,819,259
Annualization of health and retirement benefits	\$1,071,968
Adjusted 2008/09 base allocation	<b>\$124,891,227</b>
2) 2009/10 Allocation issues:	
Enrollment growth	\$0
Tuition increase (15.0%)	\$3,902,368
Change in in-state/out-of-state mix	\$9,323
Annualization of 08/09 tuition increase	\$649,384
Adjustment in PO&M for new space	\$1,430,141
Lottery Reduction	(\$202,862)
State Budget reduction	(\$11,986,021)
Federal Stabilization Fund(Stimulus)	\$5,854,946
 New E&G Funding	 (\$342,721)
3) 2009/2010 Educational & General allocation	<b>\$124,548,506</b>

# FUNDING SOURCES FOR RECURRING ALLOCATION 2009/10

**TOTAL RECURRING DOLLARS: \$6,480,443**

- New E & G Funding – (\$342,721)**
- Reallocation of Resources to Nonrecurring \$2,134,169**
- Reserves (2008/09 Recurring) \$4,488,995**
- Savings from Alternative FICA \$200,000**



# FUNDING SOURCES FOR NONRECURRING ALLOCATION 2009/10

**TOTAL NONRECURRING DOLLARS: \$8,959,851**

- **New E&G Funding  
\$494,020**
- **Carry Forward Funds  
(Unallocated) Accumulated –  
\$10,600,000**
- **Reallocation of Currency and Library Resources  
(\$2,134,169)**

# RESERVES

- **Enrollment shortfall/State call back (3.6% of recurring budget)**
  - \$2,486,455 recurring**
  - \$2,000,000 nonrecurring**
- **Additional reserves if needed to replace stimulus dollars**
  - \$2,000,000 recurring**
  - \$2,000,000 nonrecurring**
- **Executive reserve**
  - \$200,000 recurring**
  - \$200,000 nonrecurring**
- **Utility/major equipment**
  - \$350,000 nonrecurring**

# FUNDED, ACTUAL & PROJECTED FTE

• <b>2008/09 FTE Target</b>	<b>10,000</b>
• <b>2008/09 Actual FTE</b>	<b>9,962</b>
• <b>2009/10 FTE Target</b>	<b>10,050</b>
• <b>Allocated to colleges for 2009/10 FTE</b>	
<b>Arts and Sciences</b>	<b>5,606</b>
<b>Coggin</b>	<b>1,720</b>
<b>Education</b>	<b>1,106</b>
<b>Brooks</b>	<b>1,068</b>
<b>Computing, Engineering, Construction</b>	<b>550</b>

## **GOAL 1:**

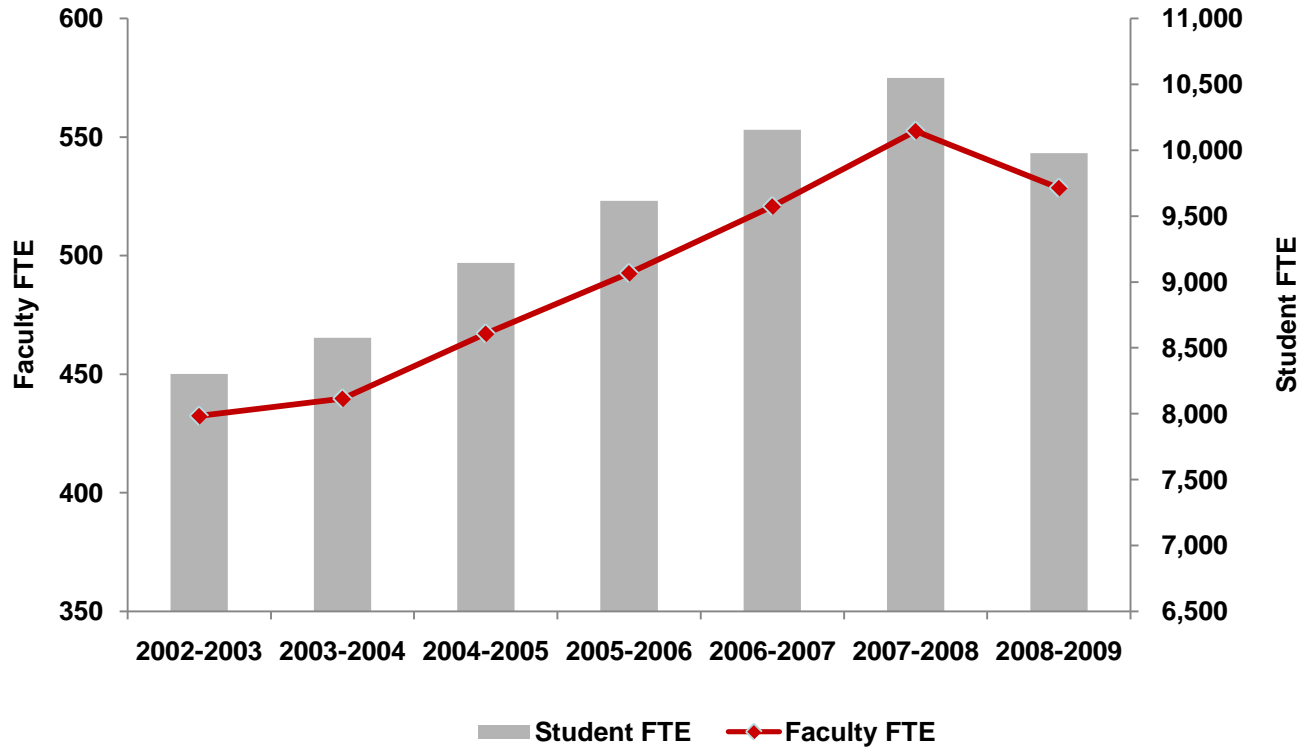
**Cultivate a learning environment that supports intellectual curiosity, academic achievement and personal growth**

# **08/09 Accomplishments for Goal 1**

- ✓ 31 TLO projects were funded this year, with 300 students participating in these projects.**
- ✓ Began UNF Reads this past year with over 1,200 students participating**
- ✓ Began the Academic Roadmaps project designed to improve time to graduation. 10 Roadmaps were designed and IT modified the system allowing these to go live this month.**
- ✓ Continued support for summer faculty advisors to work with 37 APP students**
- ✓ By lowering student enrollments commensurate with budget reductions we maintained a reasonable student-to-faculty ratio**

# STUDENT AND FACULTY FTE

adjuncts not included

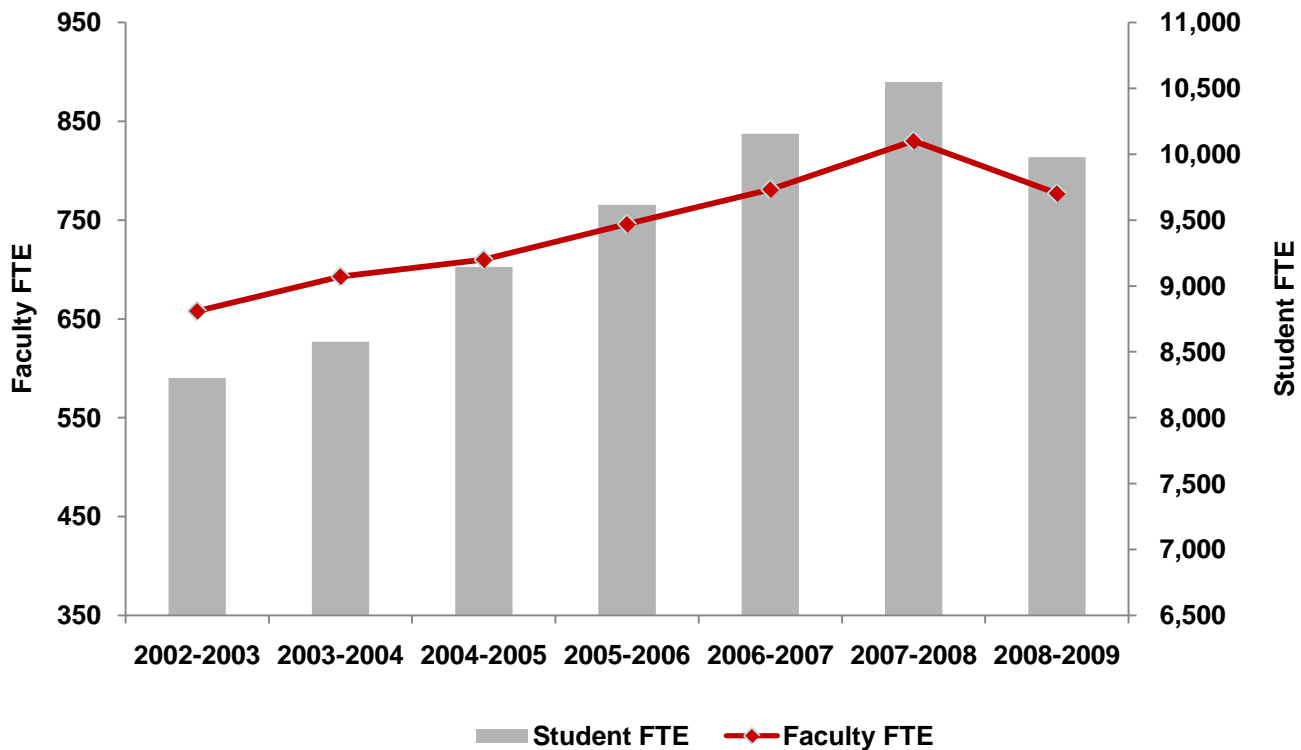


## Student to Faculty FTE Ratios

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Faculty FTE	433	440	467	493	521	553	529
Student FTE	8,302	8,577	9,144	9,616	10,154	10,548	9,978
Student-to-Faculty Ratio	19.2 to 1	19.5 to 1	19.6 to 1	19.5 to 1	19.5 to 1	19.1 to 1	18.9 to 1

# STUDENT AND FACULTY FTE

adjuncts included



## Student to Faculty FTE Ratios

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Faculty FTE	658	693	710	746	781	830	777
Student FTE	8,302	8,577	9,144	9,616	10,154	10,548	9,978
Student-to-Faculty Ratio	12.6 to 1	12.4 to 1	12.9 to 1	12.9 to 1	13.0 to 1	12.7 to 1	12.8 to 1

# 09/10 INITIATIVES FOR GOAL 1

- ✓ **Able to retain 31 visiting faculty lines that would have been cut without the tuition increase and stimulus dollars. This means keeping 248 sections open for students. Cost \$1.8 million**
- ✓ **The TLO budget has been reduced by \$107,000 to \$300,000, still allowing students to participate in TLO opportunities.**
- ✓ **Continued support for first-year learning programs such as UNF Reads and UNF Writes**
- ✓ **In providing students with access to appropriate academic advising, we will continue to support summer faculty advising for 200 APP freshmen.**



# 09/10 INITIATIVES FOR GOAL 1

- **Provide support to meet the increased demand for student tutoring**
- **Maintain appropriate faculty-to-student ratios to support student learning.**
- **Continue participation in the Voluntary System of Accountability, including use of the Collegiate Learning Assessment to measure student progress and subscribing to the National Clearinghouse to track graduate success in graduate school.**

## **GOAL 2:**

**Recruit and support a diverse community of students, faculty and staff who will contribute to and benefit from the university's mission**

# 08/09 ACCOMPLISHMENTS FOR GOAL 2

- ✓ **Admitted our first cohort of 40 Jacksonville Commitment students**
- ✓ **Increase SWOOP scholarships by \$200,000**
- ✓ **Increased university funded need-based aid by \$146,540 (10% of tuition increase)**
- ✓ **Impaneled a university wide Commission on Diversity to address recruitment, retention and programming issues**
- ✓ **Minority student enrollment went from 22.3% to 22.5%. International student enrollment went from 1.7% to 2.0%**
- ✓ **First-year retention rates for minority FTIC students went up. Asian/Pacific Island = 88.4%, Native American = 86.7%, African American = 83.8%, Hispanic = 73.5%, White = 77.3%**
- ✓ **Five of the 20 faculty members who were recommended to the BOT for tenure are minority men and women (25%). Eleven of the 20 are women (55%).**

# 09/10 INITIATIVES FOR GOAL 2

- **Fund \$150,000 scholarships for the Jacksonville Commitment,**
- **Add 200,000 funding to SWOOP scholarships for the fourth year**
- **Add \$47,000 to fund financial aid reduction by the State**
  
- **Fund 27 Latin American Caribbean scholarships, currently 37 are funded**
- **Fund international student housing scholarships**
  
- **Fund the Martin Luther King Day luncheon which raises money for student scholarships and provides community programming on diversity (funding decreased from \$25K to \$15K)**
  
- **Continue support for the Commission on Diversity**
  
- **Working to establish a Call Me Mister program for males from disadvantaged communities who are interested in teaching.**

## **GOAL 3:**

**Support and recognize research and creative endeavor as essential university functions**

## **08/09 ACCOMPLISHMENTS FOR GOAL 3**

- ✓ **While we are still collecting data on faculty research productivity for 2008/09, data for the prior year documents an increase in faculty journal publications and a 15% increase in federal research awards**
- ✓ **Funded \$350,000 in nonrecurring funding for additional library resources**
- ✓ **Funded \$595,450 in startup costs for faculty research**
- ✓ **Continued funding for faculty research travel and grants**
- ✓ **Used TLO dollars to fund 8 graduate student research pieces**

# 09/10 INITIATIVES FOR GOAL 3

- **Will fund \$124,000 in startup costs for new faculty research and scholarship**
- **Will fund \$120,000 for research in the UNF Environmental Center**
- **Will continue to fund \$350,000 in nonrecurring dollars for library materials**
- **Will continue funding faculty research grants and travel**
- **Will fund \$125,000 to set up a faculty and student computer research site and to host faculty research servers.**

## **GOAL 4:**

**Affirm the university's public responsibility through civic and community engagement**



# 08/09 ACCOMPLISHMENTS FOR GOAL 4

- ✓ **Quality Enhancement Plan(QEP): Community-Based Transformational-Learning**
  - ❖ UNF hired a director for the Center of Community-Based Learning
  - ❖ UNF presented the CBTL program to SACS, with variable reviews
- ✓ **Continued funding for CROP (College Reach Out Program) \$75,000 nonrecurring,**
- ✓ **Funded the Global Health and Diplomacy Center**
- ✓ **Continued to hire developmentally disabled workers for on-campus positions**
- ✓ **Increased attendance at speaker series and media hits by 3%**

# 09/10 INITIATIVES FOR GOAL 4

- **Increased the Community-Based Transformational Learning budget by \$162,820 recurring dollars**
  - **6 academic programs will plan/initiate their community-based transformational learning opportunity courses**
- **Continue funding for CROP (College Reach Out Program)**
- **Continue to work with the World Affairs Council on the Global Issues Forum and will continue to host the Distinguished Voices lecture**

## **GOAL 5:**

**Secure fiscal, physical and technological resources aligned with the university's mission and values**

# 08/09 ACCOMPLISHMENTS FOR GOAL 5

- ✓ **Completed construction on the Brooks College of Health expansion**
- ✓ **Completed construction on the new College of Education building**
- ✓ **Completed construction on the Student Union**
  
- ✓ **Secured \$5.6 million for the biology building**
  
- ✓ **Legislature approved tuition differential and an initial decoupling of Bright Futures and tuition**

# 09/10 INITIATIVES FOR GOAL 5

- **Complete construction on the Osprey Fountains (student housing)**
- **Begin construction on the new biology building**
- **Buildup reserves to cover any call-backs and any rainy day events**
- **Increase annual giving by training UNF students and establishing an on-campus calling center.**
- **Update computer technology in 3 classrooms and provide for collaborative areas in computer lab**