



MEMORANDUM

TO: Board of Trustees Academic Affairs Committee Members
FROM: Garnett S. Stokes *Garnett Stokes*
DATE: August 19, 2011
SUBJECT: Academic Affairs Agenda

The Board of Trustees Academic Affairs Committee is scheduled to meet on September 9th at 8:45 in Room 215, Augustus B. Turnbull Conference Center. Items to be discussed at the meeting include:

Consent Items


Requesting Approval of Termination of Degree Program – Aquatic Environmental Science - Jennifer Buchanan

Academic Affairs Discussion Item

1. Report from Undergraduate Studies – Dean Karen Laughlin
2. Report from the Graduate School – Dean Nancy Marcus



TO: President Eric J. Barron

FROM: Garnett S. Stokes 

DATE: August 19, 2011

SUBJECT: Ten Percent Budget Reduction Plan as Required as Part of the 2012-13 Legislative Budget Request Instructions
Information Item

As part of the Legislative Budget Instructions provided by the Governor's Office, agencies were asked to include a 10% budget reduction plan. The requirement to include budget reduction plans as part of the legislative budget request has been a recurring request for at least the last 12 years. In many of the past years, including last year, the Board of Governors has submitted the request on behalf of the universities.

The budget reduction narrative is due to the Board of Governors by August 19, 2011.

The general approach to the budget reduction plan is to meet the requirements of the budget reduction instructions while minimizing the impact on and off campus. At this time, we are not being asked to implement a reduction.

The expenditure analysis was used to determine past expenditures by program component. Program Components are defined as "An aggregation of generally related objectives, which because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting." The reduction is applied to General Revenue and Educational Enhancement Funds.

Our approach is similar to last years with one exception. Last year's plan did not include a reduction in student enrollment. In part, the instructional component was not reduced because Stimulus funds were available to offset budget reductions. Without these funds, any future reduction of this magnitude would require limited access to students.



**State University System
10 Percent Reduction Plan
Fiscal Year 2012-13**

University:	Florida State University
General Revenue Reduction:	\$21,353,590
Lottery Reduction	\$3,184,281

The target Budget reduction is substantial, coming after several years of declining state revenues. If implemented, it will cut deeply into the university's core mission to preserve, expand, and disseminate knowledge through instruction, research and public service. That mission is funded through 17 program components whose funds provide services ranging from enrollment to student services to library staffing. Significantly, state funds have traditionally been used to fund student access through enrollment program components. Increased numbers of students funded through enrollment program components, in turn, are provided services through funds allocated to the other program components. A 10 percent reduction cannot be absorbed through efficiencies or trimming around the edges. FSU has been cut more than \$123 million (more than 25% of our general revenue) in budget reductions since 2007 alone on top of years of previous budget reductions. The university has by necessity become more efficient. Many campus services have been privatized. For example, the food service, vending, bookstore, elevator maintenance, chiller maintenance, collection services, bus service, painting and printing have been privatized. An additional 10 percent reduction in state funds necessarily will require a reduction in planned enrollment program components if critical components of the university are to be sustained. Most of the remaining program components will be reduced as a result to the loss of funds to the instruction program component and the decline in students to be served. We have identified the planned instruction program component as the first priority for reduction because taking the full 10% reduction only in the remaining program components would fundamentally cripple university operations, often in unintended ways. Of course, the university will continue to review its operations to identify additional or alternative efficiencies to allow for continued access. After a reduction of more than a quarter of state revenues, however, these efficiencies are less evident than they once were and are much more difficult to realize.

In order to accommodate a 10% reduction, a decline in 1,392 FTE students can be anticipated stemming from the decline in services provided with the funds available through the planned instruction program component. FSU continues to be the university of choice for many students; for Fall, 2010 admission, FSU received nearly 40,000 applications. Not only would prospective students and their parents be negatively affected by the reduced slots available for students, but there would also be a reduction in the number of full time faculty and staff (323 FTE). These savings represent a decrease of \$11,032,269 in general revenue for the instruction program (priority #1). The loss of this number of students, if realized, will also result in a reduction of \$5 million in student fees in addition to general revenue. The student fee shortfall as well as a portion of the instructional reduction may be offset, in part, through an overall increase to tuition and fees. It should be noted that some instructional losses may have to be offset for two years using university balances in order to comply with accreditation standards for the "teach out" of students in the midst of pursuing degrees.

Based on the reduction target assigned by the Governor's Office, a reduction of \$13,505,302 remains to be prioritized among the remaining program components. Most will come from program components providing other academic services and a range of enrollment related activities. FSU has developed prioritized reductions for 13 program components. The reductions and priorities are as follows:

Program Component: Academic Administration (Priority 2)

Administrative, management and support services crucial to delivery of instruction in academic majors and other academic programs will be reduced by \$1,096,509, resulting in slower service and less assistance to students in completing their degree requirements, which could easily interfere with timely degree completion.

Program Component: Student Services (Priority 3)

Services and programs which enhance the educational environment of the campus will be reduced \$1,078,059. These reductions will impact the availability of counseling and health services, student activities, Center for Academic Retention and Enhancement (CARE) and orientation programs. There will also be a reduction to services that provide financial aid evaluation and programs to assure prompt and orderly admission of applicants as well as a reduction in service to the area that provides administration services and initiates, maintains and preserves the official academic record of each student.

Program Component: University Support (Priority 4)

Reduction Plan Template I_ FY 2012-2013 LBR

The non-instructional support area will be reduced \$2,367,023. These units include all components of university administration and will result in slower processing of invoices, travel reimbursement, and slower response times for assistance.

Program Component: Plant Maintenance (Priority 5)

The plant operations and maintenance will be reduced \$3,616,590. Preventative maintenance efforts will be performed on a less than optimal schedule and slower response time will result for routine repairs and maintenance.

Program Component: Public Service (Priority 6)

The activities associated with the professional and/or discipline related services, other than instruction, that are beneficial to groups or individuals in the community will be reduced \$220,835.

Program Component: Academic Advising (Priority 7)

Formal counseling to students on academic course or program selection, scheduling, and career counseling will be reduced \$1,101,110. The University has invested heavily in academic advising, academic mapping, and tutoring to help increase graduation and retention rates. These efforts appear to be paying off. For several years, we were unable to break 90%. With these new efforts our retention rate for 2009 was 91.8% and is expected to be over 93% for 2010-11.

Program Component: Libraries/ Audio Visual (Priority 8)

Funding associated with the acquisition, organization, maintenance and control of library materials will be reduced \$979,334.

Program Component: Radio and TV (Priority 9)

Funding associated with activities related to the operation and maintenance of broadcasting services primarily dedicated to educational, cultural and public service programs will be reduced \$134,029.

Program Component: Museums and Galleries (Priority 10)

The Ringling Museum activities related to the collection, preservation, and exhibition of historical materials, art objects, scientific displays and other objects under study at the Museum will be reduced \$205,419.

Program Component: Research (includes Type 1 Institutes and Centers (Priority 11)

The research component will be reduced \$1,940,512. These funds support all ongoing research activities and will result in fewer resources being available to explore new research ideas. These funds support faculty while writing grant proposals.

Program Component: Financial Assistance (Priority 12)

Reduction Plan Template I_ FY 2012-2013 LBR

Funding that supports need and merit based student grants, scholarships, and loans will be reduced \$765,882. This will reduce access and make it more difficult to attract high achieving and talented students.



**State University System
10 Percent Reduction Plan
Fiscal Year 2012-13**

University:	Florida State University College of Medicine
General Revenue Reduction:	(\$ 3,399,999)
Lottery Reduction	(\$ 30,256)

2011-12 Ten Percent (10%) Current Year Reductions

Florida State University's College of Medicine was charged by the Legislature to educate and develop exemplary physicians who are especially responsive to the needs of the elder, rural, minority and underserved populations. Resources were provided in the 2011 GAA to accommodate 480 students and actual enrollment is aligned with this target.

As part of the 2012-13 LBR instructions, the Executive Office of the Governor instructed each agency to develop a 10% reduction plan that could be utilized in the event of potential mid-year current revenue shortfalls for fiscal year 2012-13.

Since 2008, The FSU College of Medicine has absorbed budget reductions of more than \$8 million during the critical "ramping up" phase of our development. In response to these cuts, the College has greatly slowed its hiring of faculty and staff and continually looks for ways to streamline programs and gain efficiencies.

FSU College of Medicine developed a priority reduction by program area as follows:

Program Component: **Academic Administration** (Priority #1)

Administrative, management and support services will be reduced by \$1,204,684 in general revenue and by \$10,720 in educational enhancement funds. This reduction will result in slower and less assistance related to the administrative support required in the delivery of academic programs.

Program Component: **Academic Advising** (Priority #2)

Formal counseling to students on academic course or program selection will be reduced by \$260,624 in general revenue and \$2,319 in educational enhancement.

Program Component: **Research** (Priority #3)

The research component will be reduced by \$1,392,236 in general revenue and \$12,389 in educational enhancement. These funds support all ongoing research activities and will result in fewer resources being available to explore new research ideas and less student exposure to research activities.

Program Component: **Library Resources and Staffing** (Priority #4)

Library resources will be reduced by \$196,630 in general revenue and by \$1,750 in educational enhancement, while library staffing will be reduced by \$70,438 in general revenue and \$623 in educational enhancement.

Program Component: **Public Service** (Priority #5)

The activities associated with the professional and/or discipline related services (other than instruction) that are beneficial to groups or individuals in the community will be reduced by \$267,015 in general revenue and \$2,376 in educational enhancement.

Program Component: **University Support** (Priority #6)

The non-instructional support area will be reduced by \$8,372 in general revenue and \$75 in education enhancement. These reductions will result in slower processing of financial transactions and slower response time for assistance.



TO: President Eric J. Barron

FROM: Garnett S. Stokes *Garnett A. Stokes*

DATE: August 19, 2011

SUBJECT: 2011 Efficiencies Update as Requested by the Board of Governors
Information Item

In preparation of last's year Legislative Budget Request (LBR), the Board of Governor's asked each university to submit a one page document outlining the various efficiencies that have been implemented at their institution. This information was provided to the Board of and ultimately presented the information to the Legislature.

The Board of Governors has requested each university to submit an update of the information provided last year.

The efficiencies narrative is due to the Board of Governors by August 23, 2011.



Florida State University Efficiencies

Significant changes in the level of available resources, from mid-year 2007-08 to beginning of year 2011-12, have resulted in externally forced efficiencies. On a per student basis, cumulative reductions over the period of \$118 million equate to \$4,416 less to spend per annual student FTE's and caused the deletion of some 800 salaried positions. Among the 2011 USNWWR top 50 public institutions, FSU ranked 48th in tuition and fees and state support per student. Although reductions may have a lagging, future impact on a number of university measures, the university is nevertheless maintaining a high level performance in degree production.

At the National Level

- Per the most recent (2009-10) ranking of 73 Carnegie Class public, very high research universities, FSU ranked 9th in the annual production of baccalaureate degrees at 7,926-- and third for African Americans at 810.
- NIH funding increased by 74% in five years, from \$13.2 million to \$23 million in FY 11.
- Total C&G expenditures increased by over \$32 million to \$195.5 million over the same period above.

Internally...

Examples of self-driven efficiencies abound; a few are listed below.

Further Expansion of Strategic Sourcing Best Practices in Purchasing

- Continued expansion of strategic sourcing purchasing initiative utilizing E-Market through E-Procurement with enhancements like Auto-Sourcing for all E-Market catalogs. Initiative has proven to be a true success story, leading to improved contract negotiations and outcomes. Contracts currently in place with Office Max, FedEx, GovConnection, Hewlett Packard & VWR International.

Adherence to Energy Savings Program

- Reduced utility expenses by \$2.6 million annually.
- Achieved a 4% reduction in the cost per square foot for all E&G utilities when compared to the prior year.
- Implemented a major re-lamping program which saved 5 million kilowatt hours during 2010-11.
- Continued an aggressive retro-commissioning program to reduce chilled water and steam usage for several buildings. When completed, these projects will reduce energy consumption by approximately \$85,000 per year.
- Conducted aerial infrared scans of all flat and low-sloped roofs on main campus providing a condition indicator as a prelude to roof replacements and energy loss.

Enhancement of Enterprise Resource Planning (ERP) System with Student System Implementation

- Recently began project to modernize decades-old legacy student systems. Project will require approximately 2 ½ years and will be funded through previous software investments, non-recurring reserves and existing staff resources. It will provide a modern, high performance interface to support the student administrative lifecycle while providing a robust, sustainable infrastructure supporting more reliable and informed decision making.

Enhancement of Electronic Imaging System Capabilities

- Acquired and implemented web-based Noli software that will allow seamless interface of financial, human resource and student systems with imaged documents, providing a more effective and efficient method for retrieving, routing, approving and managing paper and electronic records.

Campus Services Efficiencies

- Refinanced existing Bond with a newly issued Parking Garage Bond to save \$525,000 over the remaining term of the Bond.
- Implemented mobile apps so students can identify things from available parking garage spaces to washers and dryers in use in residence hall laundry rooms.
- Outsourced Computer Store operations to Follett Corporation, our Bookstore vendor.

Sustainability Initiatives

- Earned "silver" performance ranking in the Sustainability, Tracking, Assessment & Rating System (STARS), a new benchmarking program that encourages environmental sustainability in higher education.
- Attained LEED certification for several FSU buildings - two Gold, one Silver and one Certified.
- Increased recycling efforts throughout campus, diverting over 1600 tons of material from the landfill, saving over \$65,000 in tipping fees and increasing recycling income in excess of \$93,000.
- Saved 12 tons of waste from the landfill and almost \$500 in tipping fees from useful items collected during Spring semester student move-out. The items were donated to local charitable agencies.



TO: President Eric J. Barron
FROM: Garnett S. Stokes *Garnett S. Stokes*
DATE: August 11, 2011
SUBJECT: Termination of Degree Program
Request for Approval

It is requested that the following master's degree program be terminated:

26.1302 Aquatic Environmental Science

This degree program has experienced low student enrollments since its inception, and is now offered as a major within the Oceanography M.S. degree program. Because of this replacement major, no teach-out plan will be enacted. Current students will continue their program and will graduate with a degree in Oceanography and a major in Aquatic Environmental Sciences.