

**Florida Agricultural and Mechanical University  
Board of Trustees**



**Budget & Finance Committee Meeting  
Wednesday, August 5, 2015  
Tallahassee, Florida**

**Committee Members:** Chairman Kelvin Lawson  
Rufus Montgomery, Bettye Grable, Kimberly Moore, Cleve Warren, Karl White,  
Robert Woody

*Agenda items presented by Vice President Dale Cassidy unless otherwise noted*

**AGENDA**

- I. Call to Order Chairman
- II. Roll Call
- III. Action Items
  - A. Approval of the FY 2016-17 Operating Legislative Budget Request (LBR)
  - B. Update on Athletics Budget – Approval of Timing for Presentation of a Revised 2015-16 Budget for Intercollegiate Athletics
- IV. Adjournment



**Florida Agricultural and Mechanical University  
Board of Trustees  
ACTION ITEM**

**Budget & Finance Committee  
Wednesday, August 5, 2015  
Agenda Item: III.A.**

Item Origination and Authorization				
Policy _____	Award of Bid _____	Budget Amendment _____	Change Order _____	
Resolution _____	Contract _____	Grant _____	Other <input checked="" type="checkbox"/> _____	
Action of Board				
Approved _____	Approved w/ Conditions _____	Disapproved _____	Continued _____	Withdrawn _____

**Subject: Approval of Fiscal Year 2016-17 Operating Legislative Budget Request (LBR)**

**Rationale:** The primary focus of the 2016-2017 Operating LBR will be continued support and resources for the Board’s performance funding initiative. The components of the LBR are as follows:

- **Shared System Resources** – Consideration will be given to initiatives that allow for greater efficiencies through shared system resources or are a system-wide need. All initiatives that impact the SUS should be vetted through the appropriate university council before being submitted to the Board for consideration.
- **2015-2016 Non-recurring Issues** - If a university received non-recurring funds for an initiative in 2015-2016, and that initiative is a university priority for continued funding in 2016-2017, then the university may submit that issue for consideration by the Board. The issue should be clearly tied to the universities’ strategic plan and work plan.
- **2016-2017 New Issues** – Other unique university initiatives that will be a priority for the LBR year and are tied to the universities’ strategic plan and work plan.
- **2015-2016 Performance Funds** - Information on the intended uses of the 2015-2016 performance funds - appropriation contingent upon the outcome of the 2015 Legislative Session. (2015-2016 Performance Funding Reporting Template)
- **University Efficiencies** – An update on university efficiencies – the reporting template is currently under review and will be provided at a later date.

In keeping with the primary focus the university is requesting funds for the following initiatives: Student Success, Online Education, Brooksville, Campus Security, and Sustainability. We did not receive 2015-2016 Performance Funds, therefore no reporting was required.



**Florida Agricultural and Mechanical University  
Board of Trustees  
ACTION ITEM**

**Attachments:** LBR Reporting Forms I and II for Each Initiative  
Reporting Form for University Efficiencies  
Reporting Form for 5 Percent Reduction Plan

**Recommendation:** It is recommended that the Board of Trustees approve the FY 2016-17 Operating Legislative Budget Request.

**Prepared by:** Budget Office



## 2016-2017 Operating Legislative Budget Request

### State University System Education and General Budget Issue Form I

<b>University:</b>	Florida A&M University
<b>Issue Title:</b>	Improve retention and four-year and six-year graduation rates for FTIC students and the first time licensure pass rate for professional programs
<b>Priority Number 1</b>	
<b>Recurring Funds Requested:</b>	\$11,673,013
<b>Non-Recurring Funds Requested:</b>	\$ 3,328,500
<b>Total Funds Requested:</b>	\$15,001,513

- I. **Description** - *(Describe the service or program to be provided if this initiative is funded. Include whether this is a new or expanded service/program. If expanded, what has been accomplished with the current service/program?)*

#### OVERVIEW

Student academic success is a top priority at Florida A&M University. The University remains committed to improving academic progression, performance and graduation rates as reflected in the goals of the University's Strategic Plan 2020 Vision with Courage, adopted by the Board of Trustees in 2009. Consistent with the University's strategic plan, and the Board of Governors Performance Based Funding Metrics, FAMU's 2015-2016, improvement plan will aggressively focus on three key metrics that will enhance student success.

Metric 4. Six-Year Graduation Rate for First-time-in-College (FTIC) Students

Metric 5. Academic Progress Rate

Metric 9. Baccalaureate Degrees Awarded Without Excess Hours

FAMU's 2015-2016 "Improvement Plan" has identified four specific, actionable strategies with measurable targets to improve the Performance Based Funding Metrics.

- A. Realignment of retention and student academic services under a central unit
- B. Academic Readiness Initiatives

C. Academic Progress Initiatives

D. Leveraging use of technology to monitor and improve student success

The University's 2015-2016 proposed Improvement Plan builds upon the 2012 FAMU "Student Retention and Debt Reduction Plan" that was approved and adopted by FAMU BOT and accepted by the SUS Board of Governors. The 2012 Plan outlined comprehensive academic support services for the Office of University Retention (OUR) and a directive from the FAMU BOT for a dramatic reduction in the number of access and opportunity students, often referred to as profile admits, so that the University admits to no more than 25% of such students for each freshman class.

The Office of University Retention initiatives were framed by the 2012 FAMU Retention and Student Debt Reduction Plan to improve student retention, progression, and graduation rates. A major focus of our program was support for students during the first and second years of matriculation. The programs and services offered by OUR include:

**Office of Undergraduate Retention  
Services**

1. First Year Experience Program	6. Centralized/Embedded Advisement
2. Tutorial Labs	7. Peer Mentoring
3. Student Debt Counseling	8. Student Life Skills Courses
4. Career Development	9. Online Academic Advisement
5. Testing (Diagnostic)	10. Student Tracking

Many of the retention initiatives are in the early phases of implementation. However, there are indications that the initiatives have already begun to impact student outcomes. The first year retention rate increased from 79% in 2010-11 to 81% in 2013-14. Even more significantly, the percent retained with a GPA of 2.0 or higher increased from 54% in 2010-11 to 70% in 2013-14. For the 2008 cohort, the 6-year graduation rate is 39% (Source: 2013-2014 University Accountability Report).

Also, along with requesting funds to increase our graduation and retention rates, funds are also being requested to develop and implement programs to improve our performance on our licensure exams first-time passage rate. Currently, none of our four professional programs are at, or above, the national/state averages.

Our goal is to have four programs that are above the state/national averages by 2016-2017.

**II. Return on Investment** - *(Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on enhancing marine bioscience research, indicate the anticipated outcome associated with the research, the accountability metric(s) that could be improved upon, and any expected return on investment to the State.)*

The University projects that the \$1,000,000 of recurring funds provided in 2015-2016 will allow us to improve the Academic Progress Rate for the 2016 freshmen to 85%, and the six-year graduation rate to 44%.

With the additional \$12,001,210 being requested in 2016-2017 to expand our Student Success initiative, we project that the Six-Year Graduation Rate will increase from 39 percent in 2105 to SUS average of 71 percent by 2019.

This LBR also includes a request for \$3,000,303 funds to provide staffing and programs to help improve our success on four professional licensure exams.

This funding is for new initiatives that will help to ensure that four out of four programs have licensure exams above the state/national averages by 2017. Currently, we have none.

Thus, the total funds being requested per this LBR is \$15,001,513.

**III. Facilities** - *(If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):*

	<b>Facility Project Title</b>	<b>Fiscal Year</b>	<b>Amount Requested</b>	<b>Priority Number</b>
<b>1.</b>				
<b>2.</b>				

**Education and General  
2016-2017 Legislative Budget Request  
Form I**

<b>University(s):</b>	Florida A&M University
<b>Issue Title:</b>	Increase Access and Improve Program Productivity by Expanding Online Programs and Course Offerings
<b>Priority Number</b>	
<b>Recurring Funds Requested:</b>	\$3,000,000
<b>Non-Recurring Funds Requested:</b>	\$2,000,000
<b>Total Funds Requested:</b>	\$5,000,000
<b>Please check the issue type below:</b>	
<b>Shared Services/System-Wide Issue</b>	<input type="checkbox"/>
<b>2015-2016 Non-Recurring Issue</b>	<input type="checkbox"/>
<b>New Issue for 2016-2017</b>	<input type="checkbox"/>

**I. Description** – 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2015 Work Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services.

FAMU online education was established in 2011-2012 and has achieved excellent retention and graduation rates across its fully online degree programs. Specifically, during the 2013 - 2014 academic year, the programs yielded retention rates of 75 percent for the MPH and 100 percent for both the MSN and MBA programs. Online education is consistent with our approach to improving the productivity of many of our programs as well as providing the courses necessary for students to graduate on time. During the 2014-2015 academic year, the number of online course sections increased by 1400%, from 7-course section offerings to 105-course section offerings, as a result of the nonrecurring 2014-2015 appropriation . Additionally, the online faculty development training program was enhanced, and temporary staff was hired to provide necessary student support services to increase the success of the online learners.

The requested recurring funds will allow the University to hire permanent staff to deliver concierge style student services in functional areas, including: admissions, registration, financial aid, student accounts, academic advisement, library services, technology support and test proctoring. The recurring funds will allow us to increase our online offerings in the STEM areas, offer additional high-quality online degree programs, and better serve the citizens in the State of Florida in attaining undergraduate degrees. Finally, we will lower the cost of degree attainment by reducing the time to degree for students enrolled in fully online degree programs.

The requested non-recurring funds will allow us to create an Online Learning Center with an emphasis on integration of technology in classrooms, open access computer laboratories, audio-visual content development pods, and a state-of-the-art online faculty development laboratory. Additionally, the non-recurring resources will be utilized to pay adjunct professors and to acquire hardware and software resources for faculty members engaged in online instruction.

**II. Return on Investment** - Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if it focuses on expanding access to academic programs or student services, indicate the current and expected outcomes.

Currently, FAMU offers three fully online degree programs. The anticipated outcome is to increase the total fully online degree programs to 7 by 2016-2017, an increase of approximately 133%. Additionally, the number of course sections will increase to 500, an increase of approximately 376%. The investment will also enable FAMU to provide faculty with the resources required to deliver online education effectively. Finally, the appropriation will position FAMU to be a significant contributor in providing opportunity for the working citizens of the State of Florida who desire to attain a bachelor’s degree, as well as, extending opportunities for educational advancement for the state employees.

**III. Facilities** - (If this issue requires an expansion or construction of a facility, please complete the following table.):

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				



**State University System  
Education and General  
2016-2017 Legislative Operating Budget Issue  
Form I**

<b>University(s):</b>	<b>Florida A&amp;M University</b>
<b>Work Plan Issue Title:</b>	<b>College of Agriculture and Food Services Brooksville Project</b>
<b>Priority Number</b>	
<b>Recurring Funds Requested:</b>	<b>\$1,733,600</b>
<b>Non-Recurring Funds Requested:</b>	<b>\$1,550,000</b>
<b>Total Funds Requested:</b>	<b>\$3,283,600</b>
<b>Please check the issue type below:</b>	
<b>Shared Services/System-Wide Issue</b>	<input type="checkbox"/>
<b>2015-2016 Non-Recurring Issue</b>	<input type="checkbox"/>
<b>New Issue for 2016-2017</b>	<input checked="" type="checkbox"/>

**I. Description** - In accordance with Section 732 of Public Law (P.L.) 1112-55, the Secretary of Agriculture has signed a Memorandum of Understanding (MOU) with Florida Agricultural and Mechanical University (FAMU) to transfer 3800 acres of land, including facilities, from the US Department of Agriculture (USDA) – Agricultural Research Service located in Brooksville, Florida to Florida A&M University (FAMU). The land shall be used for agricultural and natural resource research for a period of not less than 25 years, to support and enhance agriculture research and technology transfer to farmers and local communities to include small farmers, minority farmers and Native Americans, beginning ranchers and farmers projects, and to support USDA’s and FAMU’s strategic goals and objectives to:

1. Assist rural communities to create prosperity, so they are self-sustaining, repopulating and economically thriving;
2. Ensure our national forests and private working lands are conserved, restored and made more resilient to climate change while enhancing and preserving our water resources;
3. Help America and the state of Florida promote agricultural production, and biotechnology exports and America works to increase food security; and
4. Ensure that all of America’s children have access to safe, nutritious, and balanced meals.

The University is also required to operate a training program for beginning farmers and ranchers for five years.

**II. Return on Investment** - FAMU has a strong interest and commitment to continue its legacy of strengthening its teaching, research, extension, and development activities at the Brooksville site. Per the MOU, the College of Agriculture and Food Sciences has prepared a Plan of Work for the Brooksville site that will enable the University to:

1. Conduct agricultural and natural resource research that will benefit the nation, state, and local communities;
2. Develop and implement beginning rancher and farmer programs, and outreach projects;
3. Develop and implement socio-economic projects that will enable the Brooksville site to be economically viable and self-sustaining;
4. Design youth development and experiential learning and training opportunities for students at all grade levels;
5. Develop and showcase demonstrations designed for various alternative agricultural enterprises from current and future program areas in the college; and
6. Engage faculty from FAMU and other universities to participate in the Brooksville project.

**III. Facilities** - *(If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):*

	<b>Facility Project Title</b>	<b>Fiscal Year</b>	<b>Amount Requested</b>	<b>Priority Number</b>
<b>1.</b>				
<b>2.</b>				

**State University System  
Education and General  
2016-2017 Legislative Operating Budget Issue  
Form I**

<b>University(s):</b>	<b>Florida A&amp;M University</b>
<b>Work Plan Issue Title:</b>	<b>Campus Safety Initiative</b>
<b>Priority Number</b>	
<b>Recurring Funds Requested:</b>	\$1,105,083
<b>Non-Recurring Funds Requested:</b>	\$3,200,000
<b>Total Funds Requested:</b>	\$4,305,083
<b>Please check the issue type below:</b>	
<b>Shared Services/System-Wide Issue</b>	<input type="checkbox"/>
<b>2015-2016 Non-Recurring Issue</b>	<input type="checkbox"/>
<b>New Issue for 2016-2017</b>	<input checked="" type="checkbox"/>

**I. Description** - The FAMU Department of Campus Safety & Security exists to preserve liberty, enhance the safety of our community and defend human dignity. We will be an organization in which each officer embraces integrity as the foundation in which our community trust is built.

Florida A&M University takes campus safety very seriously. The FAMU Police Department works very closely with local law enforcement to ensure that the University has a safe environment that allows for higher education and a positive lifelong memory of the university lifestyle.

Even with stepped up efforts by the campus police there is a need for additional staff, improved campus lighting, additional security cameras, and fencing to ensure student safety from the external elements. We also need enhance our ability to respond to emergencies and crises.

Also, the University also intends to enhance the University's anti-hazing and bullying efforts to improve student safety from internal sources. Further, the University intends to provide anti-hazing/bullying outreach to Florida middle and high schools.

**II. Return on Investment** - These additional resources will result in a safer environment, thereby leading to improved retention and graduation rates. Studies have shown that students fair much better when they feel safe. Also, if students feel safe, they will stay. Also, there will be a reduction in the cost of responding to emergency safety issues, a reduction in the cost of vandalism, and improved curb appeal, which in turn will lead to increased enrollment and productivity.

**III. Facilities** - (If this issue requires an expansion or construction of a facility and is on the Capital Improvement List complete the following table.):

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

University(s):	Florida Agricultural & Mechanical University
Issue Title:	Sustainability Institute
Priority Number	
Recurring Funds Requested:	\$ 750,000
Non-Recurring Funds Requested:	\$2,000,000
Total Funds Requested:	\$2,750,000
Please check the issue type below:	
Shared Services/System-Wide Issue	<input type="checkbox"/>
2015-2016 Non-Recurring Issue	<input type="checkbox"/>
New Issue for 2016-2017	<input checked="" type="checkbox"/>

**I. Description** - 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2015 Work Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services.

The Florida A&M University Sustainability Institute (FAMU-SI) is a university-wide initiative that seeks to advance sustainability knowledge creation and promote socio-economic and environmental vitality in Florida. Providing leadership and coordination for all colleges, schools and departments in collaboration with external strategic partners, the FAMU-SI mission is executed through three core programmatic thrusts:

- (1) Build capacity and advance **solutions-based, applied STEM** teaching, and research, especially among underrepresented students and faculty;
- (2) Generate campus operational efficiencies and **environmental stewardship that yield cost savings**; and

(3) Extend high impact service learning and outreach activities that positively transform the state's **green economy**.

Advancing sustainability is a powerful collaborative opportunity that unites stakeholders from all corners of academia, integrates operations with research while also producing innovative solutions and developing next generation leaders. In addition to supporting fiscal responsibility through improved operations, sustainability initiatives also address several targeted areas of strategic emphasis for FAMU and the State University System of Florida, namely (1) increasing STEM degree attainment; (2) attracting external sources for R&D; (3) improving national rankings and global competitiveness; and (4) supporting job creation and the expansion of a regional economy.

Within just one year of its creation, the FAMU-SI has made great strides in building a foundation for enhancing the university's academic, operational and outreach mission, focusing on areas where FAMU is uniquely positioned for strategic impact. Several initiatives, led by various units across campus, have been implemented, with several others in the pipeline including:

- Cutting edge applied research such as the launch of a new EnergyWaterFoodNexus science enterprise to address global concerns and Biologically Enabled Self Assembly for creating complex adaptive materials.
- International partnerships in India, Tanzania and Rwanda for exchanging best practices in sustainable development.
- Partnering with the US Department of Energy to initiate a 20% energy consumption reduction program
- Hands-on student training and service-learning projects to grow and diversify the pipeline of green entrepreneurs.

Looking ahead to greater impact in the years ahead, FAMU requests funding to enable the success of this important initiative and specifically support:

- (1) Capacity building for applied STEM research and teaching that advance sustainability and position the University for improved R&D revenue generation.
  - a. Faculty hiring, research productivity seed funding and training
- (2) Improved student recruiting, retention and career preparation through high impact curricular and co-curricular development in a field of global importance.
  - a. Interdisciplinary curriculum development
  - b. Service learning, internship & entrepreneurship initiatives embedded in curriculum

**II. Return on Investment** - *Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the*

*retention rate. Similarly, if it focuses on expanding access to academic programs or student services, indicate the current and expected outcomes.*

Applied research, together with improved energy and resource management not only yield a high return on investments, but it also improves the university's competitive position and opens up new funding opportunities. An investment in this initiative presents a compelling model for Florida:

- Improves educational/research experience to support retention and graduation by connecting the academic with targeted real world problem solving:
  - Strengthens existing environmental science and other academic units intersecting with sustainability while streamlining and eliminating ineffective, duplicative programs;
  - Attracts regional and national resources to research and implement innovative projects;
  - Realizes Land Grant mission to use research and teaching to benefit the state of Florida;
  - Develops student leaders in socio-economic and environmental stewardship, the preeminent global issue of our generation; and
  - Inspires and engages students to use their education to create positive change in society.
- Bridges applied research, campus-as-a-living laboratory operations and service extensions in one central unit;
- Improves the University's competitive position, marketability and attraction of prospective students and researchers;
- Promotes the adaptability of the University in the face of depleting natural resources, rising energy costs, and extreme environmental events;
- Achieves affordability with improved efficiencies and cost savings in university operations and creating new donor opportunities

**2016-2017 Legislative Budget Request**  
**Education and General**  
**Position and Fiscal Summary**  
**Operating Budget Form II**  
(to be completed for each issue)

**University:** Florida A&M University  
**Issue Title:** Student Success

	<u>RECURRING</u>	<u>NON-RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	17.00	0.00	17.00
Other (A&P/USPS)	35.00	0.00	35.00
	-----	-----	-----
Total	52.00	0.00	52.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$81,900	\$0	\$81,900
Other (A&P/USPS)	\$60,000	\$0	\$60,000
	-----	-----	-----
Total	\$141,900	\$0	\$141,900
	=====	=====	=====
Salaries and Benefits	\$3,492,300	\$0	\$3,492,300
Other Personal Services	\$1,746,150	\$0	\$1,746,150
Expenses	\$2,069,188	\$0	\$2,069,188
Operating Capital Outlay	\$0	\$3,328,500	\$3,328,500
Electronic Data Processing	\$1,746,150	\$0	\$1,746,150
Special Category (Specific)	\$2,619,225	\$0	\$2,619,225
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$11,673,013	\$3,328,500	\$15,001,513
	=====	=====	=====

**2015-2016 Legislative Budget Request**  
**OPERATING BUDGET REQUEST**  
**FAMU ONLINE**

	<b>RECURRING</b>	<b>NON- RECURRING</b>	<b>TOTAL</b>
<u>Positions</u>			
Faculty	0.00	0.00	0.00
A&P	10.00	0.00	10.00
Other (Staff/USPS)	2.00	0.00	2.00
	-----	-----	-----
Total	12.00	0.00	12.00
	=====	=====	=====
 <u>Salary Rate (for all positions noted above)</u>			
Faculty	\$0	\$0	\$0
A&P	\$620,000	\$0	\$620,000
Other (Staff/USPS)	\$74,000	\$0	\$74,000
	-----	-----	-----
Total	\$694,000	\$0	\$694,000
	=====	=====	=====
Salaries and Benefits	\$897,200	\$0	\$897,200
Other Personal Services	\$1,600,000	\$500,000	\$2,100,000
Expenses	\$502,800	\$1,000,000	\$1,502,800
Operating Capital Outlay	\$0	\$500,000	\$500,000
Electronic Data Processing	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$3,000,000	\$2,000,000	\$5,000,000
	=====	=====	=====



**2016-2017 Legislative Budget Request**  
**Education and General**  
**Position and Fiscal Summary**  
**Operating Budget Form II**  
(to be completed for each issue)

**University:** Florida A&M University  
**Issue Title:** Brooksville (USDA Land) Project

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	5.00	0.00	5.00
Other (A&P/USPS)	5.00	0.00	5.00
	-----	-----	-----
Total	10.00	0.00	10.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$78,000	\$0	\$78,000
Other (A&P/USPS)	\$60,000	\$0	\$60,000
	-----	-----	-----
Total	\$138,000	\$0	\$138,000
	=====	=====	=====
Salaries and Benefits	\$690,000	\$0	\$690,000
Other Personal Services		\$0	\$0
Expenses	\$939,600	\$350,000	\$1,289,600
Operating Capital Outlay		\$1,200,000	\$1,200,000
Electronic Data Processing	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
Stipends	\$104,000	\$0	\$104,000
	-----	-----	-----
	\$0	\$0	\$0
	-----	-----	-----
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$1,733,600	\$1,550,000	\$3,283,600
	=====	=====	=====

**2016-2017 Legislative Budget Request**  
**Education and General**  
**Position and Fiscal Summary**  
**Operating Budget Form II**  
(to be completed for each issue)

**University:** Florida A&M University  
**Issue Title:** Campus Safety Initiatives

	<u>NON-</u> <u>RECURRING</u>	<u>RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	0.00	0.00	0.00
Other (A&P/USPS)	10.00	0.00	10.00
	-----	-----	-----
Total	10.00	0.00	10.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$0	\$0	\$0
Other (A&P/USPS)	\$17	\$0	\$17
	-----	-----	-----
Total	\$17	\$0	\$17
	=====	=====	=====
Salaries and Benefits	\$455,083	\$0	\$455,083
Other Personal Services	\$0	\$0	\$0
Expenses	\$650,000	\$2,200,000	\$2,850,000
Operating Capital Outlay	\$0	\$1,000,000	\$1,000,000
Electronic Data Processing	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
_____	\$0	\$0	\$0
_____	\$0	\$0	\$0
_____	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$1,105,083	\$3,200,000	\$4,305,083
	=====	=====	=====

**2016-2017 Legislative Budget Request**  
**Education and General**  
**Position and Fiscal Summary**  
**Operating Budget Form II**  
(to be completed for each issue)

**University:** Florida A&M University  
**Issue Title:** Sustainability Institute

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	3.00	0.00	3.00
Other (A&P/USPS)	5.00	0.00	5.00
	-----	-----	-----
Total	8.00	0.00	8.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$210,000	\$0	\$210,000
Other (A&P/USPS)	\$325,000	\$0	\$325,000
	-----	-----	-----
Total	\$535,000	\$0	\$535,000
	=====	=====	=====
Salaries and Benefits	\$711,550	\$0	\$711,550
Other Personal Services	\$0	\$0	\$0
Expenses	\$0	\$165,000	\$165,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Internship/Fellowships	\$38,450	\$0	\$38,450
<u>Service Learning Program</u>		\$350,000	\$350,000
<u>Curriculum Development</u>		\$355,000	\$355,000
<u>Research Capacity Building</u>		\$675,000	\$675,000
<u>Living Laboratory Program</u>		\$455,000	\$455,000
	-----	-----	-----
Total All Categories	\$750,000	\$2,000,000	\$2,750,000
	=====	=====	=====



**Florida A&M University  
5 Percent Reduction Exercise  
2016-2017 Legislative Budget Request**

<b>Reduction Amount GR:</b>	<b>\$4,030,424</b>
<b>Reduction Amount Lottery:</b>	<b>\$</b>
<b>Reduction Total:</b>	<b>\$4,030,424</b>

*(Pursuant to the State of Florida Legislative Budget Instructions for FY 2015-2016, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)*

<b>Programs</b>	<b>Amount</b>
<b>Academic Programs</b>	<b>\$1,007,606</b>
<b>Academic Support Programs</b>	<b>1,209,127</b>
<b>Administration</b>	<b>1,813,691</b>
<b>TOTAL</b>	<b>\$4,030,424</b>

These reductions are aligned with the three key strategic investments outlined in the University's Work Plan, with the most significant reductions happening in the Administrative area and the smallest reduction taking place in the Academic area.

## UNIVERSITY EFFICIENCIES Report

	Projected Savings	Reporting Date		
Florida Agricultural and Mechanical University	\$0	7/31/2015		
	On-Going	FY 2015-2016	Narrative Description of Efficiency (Please include detail sufficient to validate savings)	Projected Savings (FY)
Reorganized and Streamlined the University's Organizational Structure to Improve Operational Efficiency	Underway/Ongoing	FY 2014-2015	The University undertook an extensive analysis of its organizational structure and made significant changes to it by reducing the number of direct reports to the President, thereby providingThe University undertook an extensive analysis of its organizational structure and made significant changes to it by reducing the number of direct reports to the President, thereby providing the vice presidents and senior leadership team members with more authority to make decisions in a more timely and responsive manner. Senior leaders are now more accountable for making decisions related to programs under their auspices. Overlapping and duplicating positions were also eliminated.	\$200,000
Implemented a New Budget Making Process Where the Allocation of Resources are Tied to Goals and Objectives	Underway/Ongoing	FY 2015-2016	The University's 2015-2016 operating budget was developed using a new budget-making process. The new process involved having the head of each reporting unit submit goals and objectives and actions plans that were linked to the strategic initiatives outlined in the University's Strategic Plan and that improved the University's outcomes on the performance funding metrics. All requests for funding had to be aligned with the University's strategic goals and objectives. All academic units had to reduce their baseline budgets by 2.0 percent while all administrative units had to reduce their baseline budgets by 2.5 percent. The savings that resulted from these cuts were then reallocated to high priority programs, especially those that improved the University's outcomes on the performance funding metrics.	\$100,000
Examine Institutes and Centers – Update	Completed	FY 2014-2015	The University is continuing its review all the Institutes and Centers to determine if state funds are being utilized in the most effective manner to meet the mission of the institution.	\$60,000
Transformation through Technology Enhancements Project - Update	Underway/Ongoing	FY 2015-2016	To improve the monitoring, tracking, and management of procurement contracts, the following enhancements were made: <ol style="list-style-type: none"> <li>1. Web Procedures were developed for on-site and desktop monitoring and made available to Departments.</li> <li>2. The process for purchasing services under \$5,000 was streamlined using PeopleSoft system</li> <li>3. Web-Based Contract Tracking System is operational and being frequently used.</li> <li>4. Implementation of eProcurement/eMarket software that allows better exploration of available products, services, and prices.</li> <li>5. P-Card Module now operational in the PeopleSoft system</li> </ol> <p>Enhancement of the procure-to-pay process is ongoing. A contract management program has been implemented to improve the monitoring, tracking and management of procurement contracts. Training for procurement staff, as well as departmental personnel is taking place. The State of Florida Department of Finance is providing training to procurement staff on best practices in Contract Management, and the procurement staff is delivering training to departments in phases.</p> <p>A re-organization of Finance &amp; Administration is underway that will result in a well-defined and cohesive Procure to Pay function that will enhance efforts to streamline these processes.</p> <p>The use of the ImageNow software is being expanded throughout the campus at an increased pace. The expanded usage has resulted in improvements in document flows, reduced turnaround time for documents, and a reduction in paper usage. The next stage is underway which will evaluate whether ImageNow, PeopleSoft capabilities or another approach will provide the best path to eliminate affordable paper and automate document, routing, tracking and approval processes.</p> <p>Human Resources has completed a redesign of the employee onboarding process and is finalizing decisions regarding the best technology solution to complete the implementation. In addition to creating efficiencies, streamlining onboarding is especially important in the process of creating a favorable impression with new faculty and staff</p>	\$240,000
Energy Savings - Update	Underway/Ongoing	FY 2014-2015	In April 2012, FAMU entered into a \$ 12.24 million energy savings contract with Siemens Industry Inc. to institute the following measures: <p>The project has been completed and continues to benefit the University in the following ways:</p> <ul style="list-style-type: none"> <li>• Over \$1 million in annual energy savings;</li> <li>• Significantly improved reliability of the campus heating, ventilating, and air-conditioning (HVAC) system;</li> <li>• Improved temperature control and comfort for building occupants;</li> <li>• Aging and obsolete HVAC equipment has been replaced;</li> <li>• Opportunities for preventive maintenance are improved; and</li> <li>• The University's sustainability efforts are being promoted.</li> </ul>	\$1,000,000

# UNIVERSITY EFFICIENCIES Report

Reporting Date

University Name

7/1/2015

Project	Project Status	Fiscal Year	Narrative Description of Efficiency (Please include sufficient detail to explain and validate the value that is added)	Value Added
Reorganized and Streamlined the University's Organizational Structure to Improve Operational Efficiency	Underway/Ongoing	FY 2014-2015	The University undertook an extensive analysis of its organizational structure and made significant changes to it by reducing the number of direct reports to the President, thereby providing the vice presidents and senior leadership team members with more authority to make decisions in a more timely and responsive manner. Senior leaders are now more accountable for making decisions related to programs under their auidices. Overlapping and duplicating positions were	On-going; cannot measure until 2016-2017.
Implemented a New Budget Making Process Where the Allocation of Resources are Tied to Goals and Objectives	Underway/Ongoing	FY 2015-2016	The University's 2015-2016 operating budget was developed using a new budget-making process. The new process involved having the head of each reporting unit submit goals and objectives and actions plans that were linked to the strategic initiatives outlined in the University's Strategic Plan and that improved the University's outcomes on the performance funding metrics. All requests for funding had to be aligned with the University's strategic goals and objectives. All academic units had to reduce their baseline budgets by 2.0 percent while all administrative units had to reduce their baseline budgets by 2.5 percent. The savings that resulted from these cuts were then reallocated to high priority programs, especially those that improved the University's outcomes on the performance funding metrics.	More efficient use of resources
Examine Institutes and Centers - Update	Completed	FY 2014-2015	The University is continuing its review all the Institutes and Centers to determine if state funds are being utilized in the most effective manner to	Implemented recycling program and reduced carbon footprint
Transformation through Technology Enhancements Project - Update	Underway/Ongoing	FY 2015-2016	To improve the monitoring, tracking, and management of procurement contracts, the following enhancements were made: <ol style="list-style-type: none"> <li>1. Web Procedures were developed for on-site and desktop monitoring and made available to Departments.</li> <li>2. The process for purchasing services under \$5,000 was streamlined using PeopleSoft system.</li> <li>3. Web-Based Contract Tracking System is operational and being frequently used.</li> <li>4. Implementation of eProcurement/eMarket software that allows better exploration of available products, services, and prices.</li> <li>5. P-Card Module now operational in the PeopleSoft system</li> </ol> <p>Enhancement of the procure-to-pay process is ongoing. A contract management program has been implemented to improve the monitoring, tracking and management of procurement contracts. Training for procurement staff, as well as departmental personnel is taking place. The State of Florida Department of Finance is providing training to procurement staff on best practices in Contract Management, and the procurement staff is delivering training to departments in phases.</p> <p>A re-organization of Finance &amp; Administration is underway that will result in a well-defined and cohesive Procure to Pay function that will enhance efforts to streamline these processes.</p> <p>The use of the ImageNow software is being expanded throughout the campus at an increased pace. The expanded usage has resulted in improvements in document flows, reduced turnaround time for documents, and a reduction in paper usage. The next stage is underway which will evaluate whether ImageNow, PeopleSoft capabilities or another approach will provide the best path to eliminate affordable paper and automate document, routing, tracking and approval processes.</p> <p>Human Resources has completed a redesign of the employee onboarding process and is finalizing decisions regarding the best technology solution to complete the implementation. In addition to creating efficiencies, streamlining onboarding is especially important in the process of creating a favorable impression with new faculty and staff</p>	Improved processing time for document processing and reduced use of paper
Energy Savings - Update	Underway/Ongoing	FY 2014-2015	In April 2012, FAMU entered into a \$ 12.24 million energy savings contract with Siemens Industry Inc. to institute the following measures:  The project has been completed and continues to benefit the University in the following ways: <ul style="list-style-type: none"> <li>• Over \$1 million in annual energy savings;</li> <li>• Significantly improved reliability of the campus heating, ventilating, and air-conditioning (HVAC) system;</li> <li>• Improved temperature control and comfort for building occupants;</li> <li>• Aging and obsolete HVAC equipment has been replaced;</li> <li>• Opportunities for preventive maintenance are improved; and</li> <li>• The University's sustainability efforts are being promoted.</li> </ul>	Reduced utility costs; improved quality of workplace; improved overall efficiency of plant operations



**Florida Agricultural and Mechanical University  
Board of Trustees  
ACTION ITEM**

**Budget & Finance Committee  
Wednesday, August 5, 2015  
Agenda Item: III.B.**

Item Origination and Authorization				
Policy _____	Award of Bid _____	Budget Amendment _____	Change Order _____	
Resolution _____	Contract _____	Grant _____	Other <input checked="" type="checkbox"/> _____	

Action of Board				
Approved _____	Approved w/ Conditions _____	Disapproved _____	Continued _____	Withdrawn _____

**Subject: Timing for Presentation of a Revised 2015-16 Budget for Intercollegiate Athletics**

**Rationale:** On July 21, 2015 this Committee approved the University’s Operating Budget with the knowledge that there would be a proposed revision to the Athletics Budget once the new Director of Athletics was in place.

Arriving on campus Monday August 3, Athletic Director Overton recognized the immediate need to focus efforts on academic compliance issues and assuring that the fast-approaching football season is successful from both revenue and fan experience perspectives.

At the same time he is working to understand the existing budget and the reasons why prior budget expectations were not met.

He proposes to bring a three-year budget plan in which he is fully confident to the Board of Trustees in early October so that discussion can ensue while allowing time for the Trustees to develop a message to deliver to the Board of Governors regarding the budget and deficit reduction plan at its meetings on November 5 and 6.

**Recommendation:**

It is recommended that the Board of Trustees authorize the new Athletic Director to develop budget plans following the timeline presented above.

**Prepared by:** Finance & Administration