



Item: AF: A-M

AUDIT AND FINANCE COMMITTEE

Tuesday, June 19, 2012

SUBJECT: ROLL CALL AND APPROVAL OF THE DRAFT MINUTES FOR THE APRIL 19, 2012 AUDIT AND FINANCE COMMITTEE MEETING.

PROPOSED COMMITTEE ACTION

Initiate roll call to document member participation to ensure appropriate quorum numbers are achieved and to approve the minutes of the April 19, 2012 Audit and Finance Committee meeting.

COMMITTEE MEMBERS

Mr. Anthony Barbar, Chair	_____
Mr. Thomas Workman, Jr., Vice Chair	_____
Mr. David Feder	_____
Dr. Angela Graham-West	_____
Dr. William McDaniel	_____
Mr. Abdol Moabery	_____
Mr. Robert Rubin	_____
Mr. Robert Stilley (ex-officio)	_____
Mr. Paul Tanner	_____

BOT MEMBERS

Dr. Jeffrey Feingold	_____
Mr. Robert Huffman	_____
Mrs. Sherry Plymale	_____
Dr. Julius Teske	_____



DRAFT MINUTES
AUDIT AND FINANCE COMMITTEE
Thursday, April 19, 2012

AF: A-M. Roll Call and Approval of Draft Minutes for the February 16, 2012 and March 15, 2012 BOT Audit and Finance Committee meetings.

Mr. Anthony Barbar, Chair of the Board of Trustees (BOT) Audit and Finance Committee (AFC), convened this meeting at 10:36 a.m. Roll call commenced with the following Committee members, in addition to Mr. Barbar, participating: Mr. Thomas Workman, Jr., Mr. David Feder, Dr. William McDaniel, Mr. Abdol Moabery, Mr. Robert Rubin, Mr. Robert Stilley (ex-officio), and Mr. Paul Tanner.

Other Trustees attending the meeting included: Dr. Jeffrey Feingold, Mr. Ayden Maher, Mrs. Sherry Plymale and Dr. Julius Teske.

The following University officials participated: Dr. Mary Jane Saunders, University President; Mr. Dennis Crudele, Senior Vice President for Financial Affairs; Dr. Charles Brown, Senior Vice President for Student Affairs; Ms. Jill Eckardt, Director for Housing and Residential Life; Mr. Mr. Glenn Thomas, Assistant Dean/PK-12 Schools and Programs; Mr. Morley Barnett, Inspector General; and, Mr. David Kian, General Counsel.

Mr. Barbar called for approval of the minutes of the February 16, 2012 and March 15, 2012 AFC meetings. A motion was made and seconded to approve both meeting minutes without change or correction. No discussion or commentary followed. **The motion passed unanimously.**

Mr. Kian provided an introduction to the multitude of regulations being modified and presented to the various BOT Committees. It was explained that to accommodate SACS reaccreditation requirements, a review of all university regulations associated with every aspect of the university is ongoing to bring them up-to-date to reflect the current operational and governance aspects of the university.

AF: A-1. Request for Approval to Repeal Regulations: a. 4.010, Payment and Refund of Tuition and Registration Fees, b. 6.011, Accounts Receivable, and c. 8.004, Deferred Payment of Fees.

Mr. Kian advised that these regulations all relate to the payment or collection of various fees owed to the University. The University proposes updating and consolidating these

provisions into a single regulation, FAU Regulation 8.002. Upon the approval of amended FAU Regulation 8.002, FAU Regulations 4.010, 6.011, and 8.004 will no longer be needed.

Upon verification that each regulation requires individual approval action, motions were made and seconded on each regulation separately that the Committee recommend that the BOT repeal the regulations. No questions or comments were put forth on any of the items. **The individual motions each passed unanimously.**

AF: A-2. Request to Amend Regulation 6.001, Fiscal Policy.

Mr. Kian noted this amendment corrects organizational titles articulated within the Regulation.

A motion was made and seconded to recommend BOT approval of the amendment to Regulation 6.001. With no questions or comments from the Committee, **the motion passed unanimously.**

AF: A-3. Request to Amend Regulation 6.002 – Approval and Execution of Contracts.

Mr. Kian noted this amendment revises reference to sources for authority to approve or execute University contracts.

A motion was made and seconded to recommend BOT approval of the amendment to Regulation 6.002. With no questions or comments from the Committee, **the motion passed unanimously.**

AF: A-4. Request to Amend Regulation 6.003 – Grants, Contracts and Unrestricted Gift Funds

Mr. Kian noted this amendment reflects the administrative move of responsibility over research contracting authority from the University Controller to the Division of Research.

A motion was made and seconded to recommend BOT approval of the amendment to Regulation 6.003. With no questions or comments from the Committee, **the motion passed unanimously.**

AF: A-5. Request to Amend Regulation 6.005 – Use of University Property and Facilities.

Mr. Kian noted this amendment updates the language to delete outdated references and delegates facilities use policies to the University President.

A motion was made and seconded to recommend BOT approval of the amendment to Regulation 6.005. With no questions or comments from the Committee, **the motion passed unanimously.**

AF: A-6. Request to Amend Regulation 7.003 – University Traffic and Parking.

Mr. Crudele advised that this regulation addresses traffic and parking procedures on all FAU campuses. The amendments update the definition section, provide clarification on how to obtain parking permits, and articulate a new fee schedule for Life Long Learning and continuing education students. There is no change to the transportation access fee for degree seeking students or changes to the fines schedule.

Regulation 7.003 addresses the procedures regarding traffic and parking on Florida Atlantic University campuses. Changes to Regulation 7.003 include:

A motion was made and seconded to recommend BOT approval of the amendment to Regulation 7.003. With no questions or comments from the Committee, **the motion passed unanimously.**

AF: A-7. Request to Amend Regulation 8.002 – Fee Assessment and Remittance.

Mr. Crudele correlated the amendments to Regulation 8.002 to the earlier repeal of Regulations 4.010, Payment and Refund of Tuition and Registration Fees; 6.011, Accounts Receivable; and, 8.004, Deferred Payment of Fees. Each of those repealed regulations relates to the payment or collection of various fees owed to the University. The amendments to Regulation 8.002 will consolidate all provisions to a single regulation and incorporate the implementation of the FAU Medical School tuition and fee assessments.

A motion was made and seconded to recommend BOT approval of the amendments to Regulation 8.002. With no questions or comments from the Committee, **the motion passed unanimously.**

AF: A-8a. Request for Approval of Proposed 2012-13: Housing Rental Rates.

Mr. Crudele reminded members of the December 2011 presentation of these proposed housing rental rates. The annual market analysis was performed to ascertain appropriate rates to the local market, as well as, ensuring operating self-sufficiency and the ability to meet debt service obligations in accordance with current bond covenants.

To meet these requirements, the proposed increases as follows are necessary:

Fall/Spring:	Double Rooms: 2.9% - 3%	Single Rooms: 4.8% - 6.7%
Summer:	Double Rooms: 2.9% - 9.8%	Single Rooms: 4.1% - 7.4%

Dr. Brown addressed members to review a breakdown on the proposed rates for each housing facility with a comparison to the rates from prior year. Additionally he shared finalized 2011-12 housing occupancy data and information on the status of 2012-13 student applications and contracts to date noting the high student demand for FAU housing.

Discussion followed on topics including:

- A request that a breakdown of the housing debt service obligation and results of the market analysis be provided.
- The convenience of living on-campus as an attraction to first-time-in-college and continuing students.
- The effect of increased rental rates to students with the Florida Prepaid College Plan.
- The desirability of raising the rental rates further versus maintaining current rates in light of continuing tuition increases.
- Categorizing FAU's on-campus student housing as a discretionary expense; one that is highly sought after and a positive indicator to the rate increases.
- The advisability of creating a rule whereby future rates be designated in whole dollars rather than fragmented amounts; discussion was suspended by Mr. Barbar to another time.
- Affirmation that the housing debt is a flat rate not a variable rate.

A motion was made and seconded to recommend BOT approval of the proposed housing rental rates as presented. **The motion passed unanimously.**

AF: A-8b. Request for Approval of Proposed 2012-13: The Karen A. Slattery Education Research Center for Child Development Rates.

Mr. Thomas introduced this item noting the difference between day care and pre-school and the value of high quality pre-school curriculum on small children. He advised members of the highest accomplishments of the Karen A. Slattery Education Research Center for Child Development (ERCCD) in meeting the accreditation levels of the National Association for the Education of young Children.

The increase of fees for all age groupings by \$26 a month has been vetted and approved overwhelmingly by the ERCCD parents. The funding will enable the retention of proper child group sizes, repair the playground and support a contingency fund for repairs and emergencies. The ERCCD is an auxiliary enterprise which must be self-supporting; no state funds are received.

Commentary followed on recent reports on Florida's overall poor standing in child quality assessment measurements emphasizing the achievements of the ERCCD.

Other conversation was held on financial assistance provided by Student Government to student parents; that support had been discontinued several years ago in light of the many other Student Government obligations.

A motion was made and seconded to recommend BOT approval of the increases proposed to the ERCCD rates. **The motion passed unanimously.**

AF: A-8c. Request for Approval of Proposed 2012-13: Activity and Service Fee.

Dr. Brown reminded members that the Activity and Service Fee is authorized under Florida Statutes. A committee was formed comprised of students, faculty and staff from all campuses and recommends an increase of \$0.36 per credit hour to provide the funding to maintain programs and facilities for the students on all campuses.

Mr. Brown reviewed a summary of planned funding uses including a goal to achieve the average operational funding levels of other State University System (SUS) institutions.

Upon call, a motion was made and seconded to recommend BOT approval of the proposed increase to the Activity and Service Fee. **Seven members voted for and one member against the fee increase; the motion passed by majority rule.**

AF: A-8d. Request for Approval of Proposed 2012-13: Athletics Fee.

Mr. Crudele reminded members that the fee is authorized under Florida Statutes and, as required, a committee consisting of one-half faculty/staff and one-half students, was established to review the matter. The committee unanimously recommended an increase of \$0.82 to the fee which will offset the five percent of student fees pledged as a condition of the stadium's loan financing.

A recommendation was made to ensure more robust marketing of FAU's athletics programs in general and stronger outreach to FAU students to build interest and participation in these events.

A motion was made and seconded to recommend BOT approval of the increase proposed to the Athletics Fee. **The motion passed unanimously.**

AF: I-1. Review of the Five Year Quality Assessment Report of the Office of the Inspector General.

Mr. Barnett advised that this report is the audit of the auditor's office and that the results indicate that his office is in conformance to the Institute of Internal Auditors standards. The auditor acknowledged institutional budget constraints, but noted limitations to the OIG's effectiveness in the lack of a dedicated information technology auditor and of insufficient

staffing, training and technological equipment; issues that should be considered in the future.

Mr. Barnett communicated that he had recommended budgeting in fiscal year 2012-13 the costs associated with hiring an external auditor to provide a comprehensive audit of Office of Information Technology functions.

Conversation followed with Mr. Barnett stating that his staffing levels were acceptable but the lack of up-to-date technology was challenging.

AF: I-2a. Review of Audits: Report No. FAU 11/12-3, NCAA Compliance – Financial Aid for the 2011 Fall Semester.

Mr. Barnett advised that this audit determined that the university awards and monitors financial aid consistent with applicable NCAA regulations. One recommendation was made to improve overall accuracy and efficiency in the disbursement process of student-athlete scholarships.

No questions or comments were put forth by the Committee.

AF: I-2b. Review of Audits: Report No. 2012-090, Florida Bright Futures Scholarship Program Operational Audit.

Mr. Crudele advised that the objective of this audit was to determine the extent to which Florida's public universities and colleges implemented procedures to administer the Florida Bright Futures Scholarship Program for the fiscal year ended June 30, 2011. FAU received just over \$16 million in scholarship funding; disbursement approximately \$15.7 million; and returned the balance in the required timeframe. There were no audit findings for Florida Atlantic University.

No questions or comments were put forth by the Committee.

AF: I-2c. Review of Audits: Report No. 2012-095, Florida Atlantic University Operational Audit.

Mr. Crudele explained that this is a bi-annually issued audit. Twelve recommendations were made associated with components including administrative management and Board policies; tuition and fees; cash collections; procurement of goods and services; tangible personal property; and, information technology. He advised that this number continues to decrease and that steady progress is being made in striving for zero recommendations. He noted that none of the findings were reflective of any fraudulent activities.

No questions or comments were put forth by the Committee.

AF: I-2d. Review of Audits: Report No. 2012-103, Florida Atlantic University Financial Audit for the Fiscal Year Ended June 30, 2011.

Mr. Crudele described the processes utilized in producing this audit whereby the Auditor General (AG) examined various transactions to determine if they were executed in accordance with governing provisions of laws, rules, regulations, contracts, and grant agreements. The audit revealed that FAU's basic financial statements were presented fairly, in all material respects; that there were no indications of material weaknesses in internal control over financial reporting; and, that no instances of noncompliance that are required to be reported under *Government Auditing Standards* were identified.

Additionally, Mr. Crudele advised that Southern Association of Colleges and Schools reaccreditation processes require the submittal of five years of financial audits which has now been accomplished with the completion of this audit.

A review of financial highlights commended indicating that FAU's assets totaled approximately \$1 billion at June 30, 2011; reflecting a \$40 million increase resulting from new buildings coming on-line on the Boca campus. During the same period, liabilities decreased by \$10.5 million to \$180.6 million. As a result, FAU's net assets increased by \$50.5 million, reaching a year-end balance of \$853.3 million.

Operating revenues totaled \$218 million at June 30, 2011, an increase of approximately \$16 million due primarily to tuition and fees associated with the increased enrollment. Operating expenses increased by approximately \$26 million associated mainly to compensation and employee benefits costs related to the new Medical School, E-Learning and Ocean Engineering grant awards.

The AG proposed three reclassification entries and one adjusting entry to correspond with 'due to/due from' transactions associated with FAU's direct supporting operations which had no material effect on the financial statements.

No questions or comments were put forth by the Committee.

AF: I-2e. Review of Audits: Report No. 2012-142, State of Florida Compliance and Internal Controls Over Financial Reporting and Federal Awards for the Fiscal Year Ended June 30, 2011.

Mr. Crudele advised that as a condition of receiving Federal funds, the U.S. Office of Management and Budget (OMB) requires an audit of the State's financial statements and major Federal awards programs as described in OMB Circular A-133. The past few years FAU has had a repeat finding associated to exemptions to Cost Accounting Standards. Having finally received correspondence from the granting agencies (National Science Foundation and the Department of Health & Human Services) agreeing with FAU's

position and of efforts taken by FAU to resolve this recommendation, this finding has been closed; no current findings were identified.

No questions or comments were put forth by the Committee.

Mr. Barbar introduced the next item as a global look at the budget processes and direction FAU administrators are utilizing to develop the 2012-13 budget; not a review of the budget.

AF: I-3. Update on 2012-13 Legislative Appropriations.

Mr. Crudele advised members that the Governor last week signed the 2013 Appropriations Act with essentially no vetoes effecting FAU or the SUS to any significant extent. He then began a PowerPoint presentation (See ATTACHMENT A) explaining the loss of General Revenue funding of \$300 million to the SUS which equates to an approximately \$24.7 reduction to FAU. Mr. Crudele then articulated the ins and outs of the budgetary allocations that combine to produce a net reduction of \$10.6 million for fiscal year 2012-13. It was emphasized that failing to meet enrollment projection would equate to further reductions.

Further review commenced on the goals, processes and principles developed in the budget reduction planning processes. The resulting budget reduction options were noted as suspending instruction at the Treasure Coast Campus; establishing the Dania Beach site as a self-supporting research facility; initiating processes to move downtown Fort Lauderdale programs to the Davie or Boca Campuses by June 30, 2013; improving operational efficiencies and creating savings; and, constructing a summer schedule that meets the needs of students and is cost-effective.

Mr. Crudele noted that in addition to these options, opportunities to increase revenue were also being explored.

Mr. Crudele concluded the presentation providing a summary of the proposed reductions as follows:

Treasure Coast	\$ 1,761,340
Dania Beach	\$ 239,505
Ft. Lauderdale Campus	\$ 1,935,096
Operational Efficiencies	\$ 1,885,515
Summer Course Savings	\$ 500,000
Across the Board Reductions	<u>\$ 4,314,000</u>
Total Savings	\$10,635,456

Discussion followed on topics including:

- Kudos at continuing to focus on the welfare and success of FAU students.

- Acknowledging the tough choices having to be made but belief that the university will emerge stronger for these reorganizational efforts.
- The cessation of state enrollment growth appropriations.
- Lay-off and recall processes.
- The likelihood of reinstating proposed closed campuses in the future.
- Coordination with appropriate entities regarding leasing options..
- Transforming the MacArthur campus to a science hub in relation to the presence of SCRIPPS Florida and Max Planck.
- Adverse effects of continuing tuition increases on students and the need for shared sacrifice of faculty and staff.
- Differed maintenance concerns.

With no further questions or other discussion items put forth, a motion was made and seconded to adjourn this meeting. **The motion passed unanimously. The meeting was adjourned at 12:34 p.m.**



Florida Atlantic University

Update on 2012-13 Legislative Budget

Florida Atlantic University – Preliminary Planning

<u>Education & General</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Difference</u>
General Revenue	\$113,925,755	\$ 91,510,614	<u>\$(22,415,141)</u>
Lottery	<u>\$ 18,199,057</u>	<u>\$ 13,896,935</u>	<u>\$(4,302,122)</u>
Sub-total GR & Lottery	\$ 132,124,812	\$105,406,549	<u>\$(26,717,263)</u>

Total 2012-13 General Revenue & Lottery Reduction \$(26,717,263)

Florida Atlantic University – Preliminary Planning

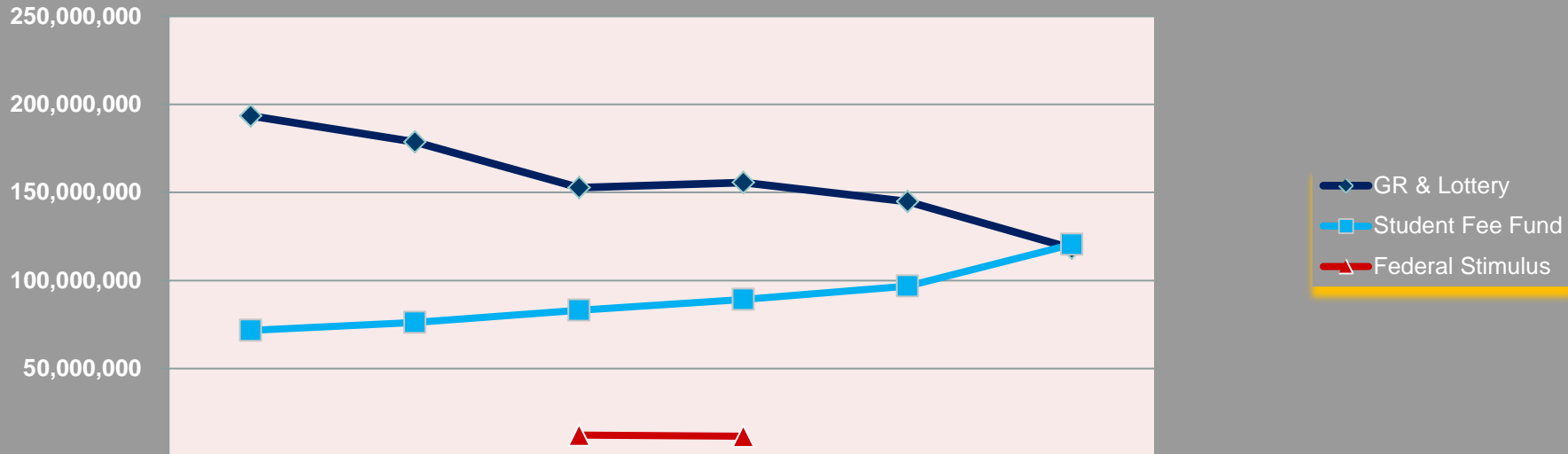
<u>Education & General</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Difference</u>
Student Trust (Tuition & Fees)	<u>\$ 94,910,244</u>	<u>\$116,345,659</u>	<u>\$ 21,435,415*</u>
Sub-total	\$227,035,056	\$221,753,208	\$(5,281,848)
 <u>Designated Allocations/Reductions</u>			
Experiential Education - AMI/FAU			\$(1,500,000)
Tuition Differential to Financial Aid			<u>\$(3,818,152)</u>
Sub-total			\$(5,318,152)
 Total E&G Reduction to FAU			<u>\$(10,600,000)</u>

**This is the authority to collect student tuition. The University must collect the tuition in order to spend. This increase represents the restoration of authority from prior year and the anticipated increase in this year's tuition. If we do not collect this amount, it will result in an additional reduction in our 2012-13 budget.*

FAU Legislative E&G Budget Allocation History from 2007-08 to 2012-13

Summary of Budget By Fund	2007-08	2008-09	2009-10	2010-11	2011-12 *	2012-13 *	Diff. since 2007-08
Total General Revenue	181,611,105	162,049,309	138,628,034	139,233,212	126,676,960	104,289,118	(77,321,987)
Total Enhancement Trust Fund	11,881,615	16,632,794	14,001,547	16,411,301	18,199,057	13,896,935	2,015,320
Total Student Trust Fund	71,726,292	76,094,024	83,162,724	89,211,858	96,868,244	120,542,538	48,816,246
Total Federal Stabilization Fund			12,155,065	11,630,612	-	-	
Total Budget Approved by BOG	265,219,012	254,776,127	247,947,370	256,486,983	241,744,261	238,728,591	(26,490,421)
\$ Increase/Decrease over the prior year		(10,442,885)	(6,828,757)	8,539,613	(14,742,722)	(3,015,670)	
% Increase/Decrease over the prior year		-3.9%	-2.7%	3.4%	-5.7%	-1.2%	

*includes College of Medicine



Florida Atlantic University – Medical School

	<u>2011-12</u>	<u>2012-13</u>	<u>Difference</u>
General Revenue	\$12,751,205	\$12,778,503	27,298
Student Trust	<u>\$ 1,958,000</u>	<u>\$ 4,196,880</u>	<u>\$2,238,880</u>
Total	<u>\$14,709,205</u>	<u>\$16,975,383</u>	<u>\$2,266,178</u>

Florida Atlantic University – PECO

	<u>2012-13 Request</u>	<u>2012-13 Allocation</u>
Scripps	\$2,000,000	\$0
Infrastructure	\$3,092,357	\$0
Infrastructure (2011)	<u>\$3,251,463</u>	<u>\$0</u>
Total	<u>\$8,343,820</u>	\$0

Goals of the Budget Recommendations

- To create a university that is right-sized and well-positioned to best serve the students, the academic pursuits of the faculty and the community
- To ensure this university is focused on success and student achievement in productivity, efficiency, outreach, business practices and planning – lower overhead to increase productivity
- To provide a dynamic and engaged campus life that stimulates learning, expands cultural competencies and best prepares students for professional life and intellectual discovery
- To stimulate research advances and meet the challenges of our signature themes, broadening knowledge, growing innovation and commercialization and enriching our culture
- To best use our physical spaces and facilities

Process

- Created website to gather responses from faculty, staff, students and the community.

collected nearly 500 suggestions of which many align with the options to be presented

- Senior Staff and the Deans met on numerous occasions to review options.
- Discussion with State College partners and BOG
- Implementation of the budget is required by July 1, 2012.
- Used valid historical data to build schedule for Summer 2012.

Principles of the 2012-13 Preliminary Reduction Planning

- Protect and strengthen core academic mission of the University
- Admit a larger, qualified entering class
- Improve retention and graduation rates
- Protect funding for faculty and classroom instruction
- Reduce administrative overhead
- Centralize back office functions on the Boca Raton Campus

Principles of the 2012-13 Preliminary Reduction Planning – Con't

- Ensure summer courses have sufficient enrollments to pay for the cost of instruction and campus overhead
- Improve the delivery of academic and research programs on all campuses
- Improve advising services to help students move toward graduation
- Increase research emphasizing our signature themes
- Continue to implement cost-saving measures on energy consumption and infrastructure support

Principles of the 2012-13 Preliminary Reduction Planning – Con't

- Work with State College partners to better serve the region and students with appropriate degree programs
- Promoting Private-Public partnerships
- Fostering relationships with foundations and other non-governmental organizations

Options for Budget Reductions

1. Suspend instruction at the Treasure Coast Campus

- Move all courses to Harbor Branch Oceanographic Institute (HBOI), Jupiter Campus and/or Boca Raton campus.
- Effective July 1, 2012 eliminate administrative overhead
- The University will work with the 247 students who attend courses at Treasure Coast (less than 1 percent of enrollment) to ensure that their graduation plans are not affected.
- Tenured and tenure-track faculty move to other campuses.
- Lay-off policies allow non-academic personnel to move to open positions throughout FAU, where qualified.

2. Establish the Dania Beach site as a self-supporting research facility

- Move from reliance on education/general funded campus to a self-supported research facility using research grants and entrepreneurial initiatives.
- The University will work with the 61 students (less than .02 percent of enrollment) who attend courses at Dania Beach to ensure that their graduation plans are not affected.
- Continue to develop and build upon the existing HBOI research enterprise, recently enhanced by more than \$44 million in buildings, infrastructure and research support. Utilize HBOI's world-class reputation to expand educational, outreach and partnership programs, including cooperative work with faculty and students in ocean engineering.

3. Initiate the process to move Downtown Fort Lauderdale programs to Davie or Boca Campus by June 30, 2013

- Analyze moving courses, faculty and academic programs to Davie or Boca Raton to minimize administrative overhead and maximize use of existing facilities. The addition of courses at Davie will maximize intellectual synergies gained by the close proximities of FAU, Broward College and Nova Southeastern University.
- 2,600 students (9% of enrollment) are enrolled at Davie. The University will work with the 547 students who attend courses at Ft. Lauderdale (less than 2 percent of overall enrollment) to ensure that their graduation plans are not affected.

4. Improve operational efficiencies and create savings

- Reduce cell phone usage and costs, investigate telecommunication alternatives, consolidate and outsource operational functions, centralized printing functions and identify staff who can work on either 9- or 10-month contracts, based on departmental function.
- Apportion FTE/positions currently on E&G funds to reflect effort devoted to revenue-producing auxiliary activity. Review overhead charge to Auxiliary units.
- Opportunities such as furloughs/unpaid time off will be studied at a later date in the fiscal year.

4. Improve operational efficiencies and create savings - Con't

- Green initiatives will continue to help reduce expenses by lowering energy costs.
- Centralize back office functions to the Boca Raton Campus.
- Across the board reductions of 2 to 4 percent.

5. Construct a summer schedule that meets the needs of students and is cost-effective
 - Offer courses in Summer 2012 that had a proven historical demand in Summer while offering needed courses with limited access, such as labs sections, practicums and other courses with typically lower enrollments (includes over 2,100 courses). Most institutions set minimum enrollments for all courses offered.
 - Opening additional sections to meet student demand as registration proceeds. Continue to serve students by opening courses to degree then non-degree-seeking students earlier in the registration process.
 - Use newly created waitlist system to open additional sections to meet student demand.

Additional Revenue Opportunities

- Increase admission of traditional-aged qualified students at the Boca Raton campus
- Increase out-of-state students
- Increase student retention
- Explore lower division courses at Davie
- Strengthen and increase student enrollment at the Honors College
- Grow research endeavors at HBOI (ocean science) and Jupiter campuses (neuroscience)

Additional Revenue Opportunities - Con't

- Hire senior faculty to support strategic plan and increase external research funding
- Increase educational opportunities at HBOI
- Apply for market rate tuition programs
- Charge for use of available sites and facilities by other educational entities

Summary of Proposed Reductions

1. Treasure Coast	\$ 1,761,340
2. Dania Beach	\$ 239,505
3. Ft. Lauderdale Campus	\$ 1,935,096
4. Operational Efficiencies	\$ 1,885,515
5. Summer Course Savings	\$ 500,000
6. Across the Board Reductions	<u>\$ 4,314,000</u>
Total Savings	\$10,635,456

- *Not all savings will be realized on July 1, 2012, therefore carry forward will be used to cover campus costs*
- *Deferred Maintenance issues not addressed*
- *Scripps payment from auxiliary funds for 2012-13*

Discussion