

**FAMU Board of Trustees** Budget Workshop, VP Rebecca Brown



# WORKSHOP OVERVIEW

#### **Presentation Highlights**

- Delegation of Authority to the Board of Trustees
- Fiscal Responsibilities of the Trustees
- Parameters Surrounding the Expenditure of Funds
- Key Statutes and Regulations
- Do's and Don'ts on the Use of Funds

# **BOARD POLICIES**

#### Board of Governors Regulation 1.001 – University Board of Trustees Powers and Duties

- (1) Pursuant to Article IX, section 7(c), Florida Constitution, the Board of Governors shall establish the powers and duties of the board of trustees as set forth herein and as may be established in Board of Governors' regulations. This regulation supersedes the delegation of authority to the boards of trustees contained in the Board of Governors' Resolution dated January 7, 2003. The intent of this regulation is to delegate powers and duties to the university boards of trustees so that the university boards have all of the powers and duties necessary and appropriate for the direction, operation, management, and accountability of each state university.
- (6) Each board of trustees shall be responsible for the financial management of its university and shall submit an institutional budget request, including a request for fixed capital outlay, and an operating budget to the Board of Governors for approval in accordance with the guidelines established by the Board of Governors.

#### Board of Governors Regulation 9.007 – State University Operating Budgets

- (1) Each university president shall prepare an operating budget for approval by the university board of trustees, in accordance with instructions, guidelines, and standard formats provided by the Board of Governors.
- (2) The university board of trustees-ratified operating budget is presented to the Board of Governors for approval. Each university president shall implement the operating budget of the university as prescribed by regulations of the Board of Governors, policies of the university board of trustees, provisions of the General Appropriations Act, and data reflected within the SUS Allocation Summary and Workpapers publication.

#### Florida Statutes

#### 1011.45 End of year balance of funds

Unexpended amounts in any fund in a university current year operating budget shall be carried forward and included as the balance forward for that fund in the approved operating budget for the following year.

#### 1011.90(4) State university funding

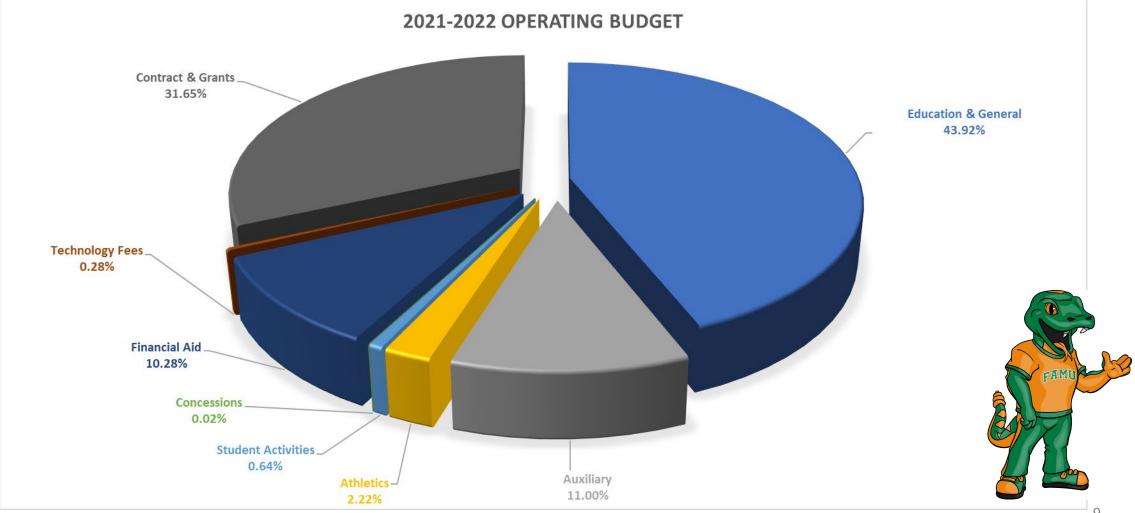
Expenditure analysis, operating budgets, and annual financial statements of each university must be prepared using the standard financial reporting procedures and formats prescribed by the Board of Governors.

#### 1011.91 (1) Additional appropriations

Except as otherwise provided in the General Appropriations Act, all money that comes from federal grants, student fees, private sources, and from vending machine collections is discretionary; however, the budget must be approved and these funds may not be expended for construction, except as provided by S. 1013.74. F.S.

## UNIVERSITY FUNDING

## 2021-2022 OPERATING BUDGET \$436,307,857



## **Education and General**

- ✓ Appropriated by the Legislature/Governor each fiscal year (July 1 to June 30).
- ✓ Includes General Revenue, Lottery, Student Tuition & Fees and Phosphate Research (Florida Polytechnic University only).
- ✓ Board of Governors Regulation 9.007.
  - ✓ Education and General (E&G) funds are used for operating activities only, such as, but not limited to, general instruction, public service, plant operations and maintenance, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities.
  - ✓ Ending fund balances (carryforward) shall be used for operating activities only except where expressly allowed by law. Operating activities include, but are not limited to, unfunded enrollment growth, potential budget reductions, anticipated increases in university operations, and prior year encumbrances.

#### **Education and General**

- ✓ At any time the unencumbered available balance in the E&G fund of the university board of trustees approved operating budget falls below five (5) percent of the approved total, the president shall provide written notification and explanation to the Board of Governors.
- Interest earnings resulting from the investment of current-year E&G appropriations are considered to be of the same nature as the original appropriations, and are subject to the same expenditure regulations as the original appropriations. E&G interest earnings are not to be utilized for non-E&G related activities or for fixed capital outlay activities except where expressly allowed by law. Interest earnings resulting from invested carryforward funds are considered to be additions to the university's carryforward balance.

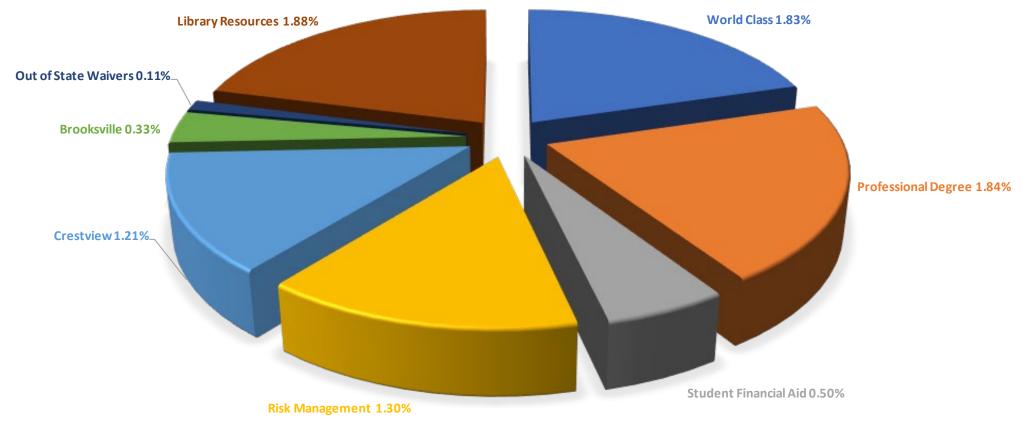
# 2021-2022 STATE BUDGET LINE ITEM ALLOCATIONS \$ 11,286,284

- World Class
- Professional Degree
- Student Financial Aid
- Out of State Waivers
- Risk Management
- Crestview

- Brooksville
- Black Male College Explorers
- Library Resources



## 2021-2022 STATE BUDGET LINE ITEM ALLOCATIONS

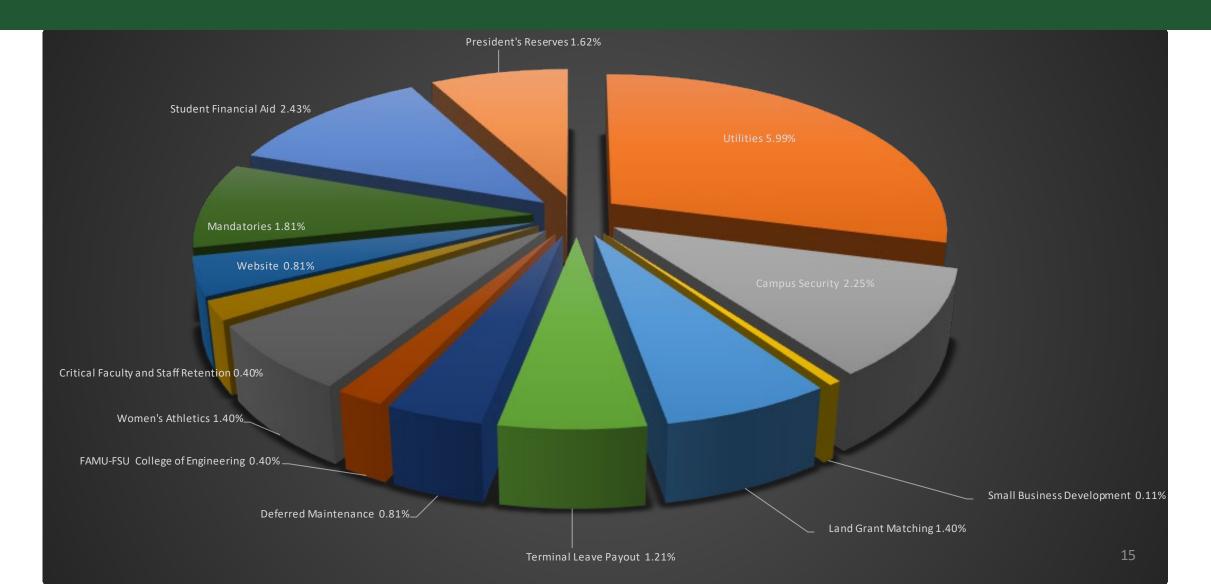


# 2021-2022 UNIVERSITY ALLOCATIONS \$ 25,538,066

- Utilities
- Campus Security
- Small Business Development
- Terminal Leave Payout
- Deferred Maintenance
- Title IX-Women's Athletics
- FAMU-FSU College of Engineering

- Critical Faculty and Staff Retention
- Website
- University Mandatories (Telephone, Copying, Postal Service)
- President's Reserves
- Land-Grant Matching

### **2021-2022 UNIVERSITY ALLOCATIONS**

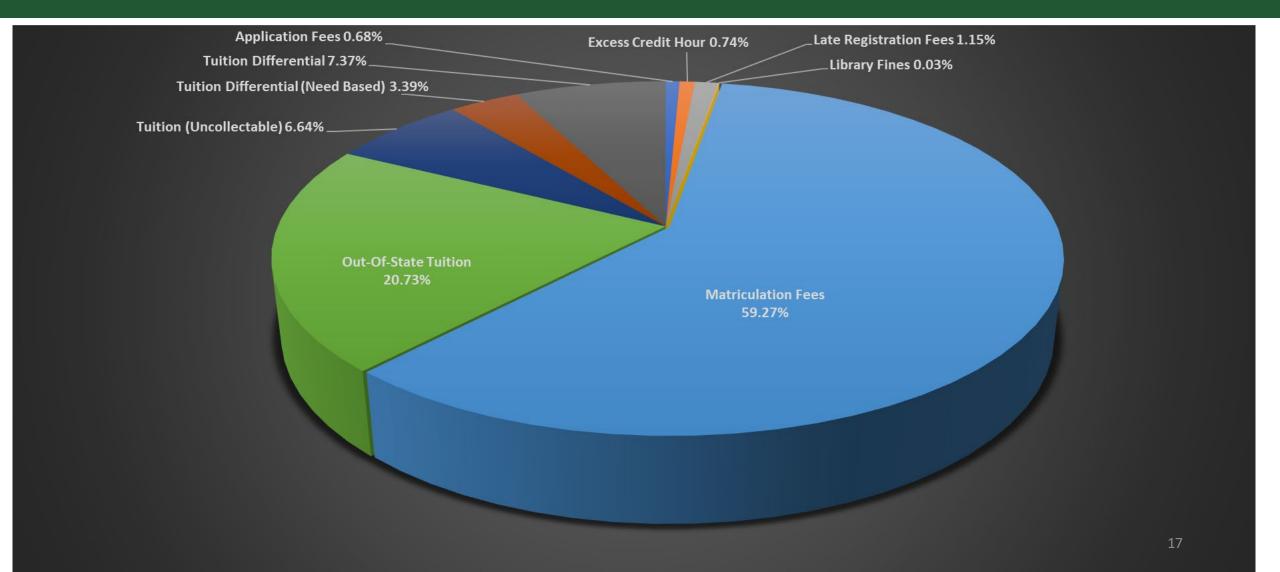


# 2021-2022 STUDENT FEE TRUST \$67,801,614-BUDGET AUTHORITY

- Matriculation Fees
- Out of State Tuition
- Application Fees
- Late Registration Fees
- Excess Credit Hour

- Library Fines
- Tuition Differential
- Tuition Differential (Need-Based)
- Tuition (Uncollectable)

### **2021-2022 STUDENT FEE BUDGET AUTHORITY**



## Educational and General Expense Budget Breakdown

Operating Expenditures FY22	Percentage
Salaries and Benefits	72.39%
Other Personal Services	1.90%
Expenses	22.35%
Operating Capital Outlay	0.03%
Risk Management	0.84%
Financial Aid	0.33%
Waivers	0.07%
Finance Expense	0.79%
Salary Incentive Payments	0.01%
Library Resources	1.21%
Black Male Explorers Program	0.09%

#### **Contract and Grants**

The Contracts and Grants (C&G) budget consists of funding that enables the university to conduct specific research projects or provide specific non-research services.

C&G funding sources:

- > Federal Agencies
- State Agencies
- Foundations
- Private Sources

The C&G budget also includes direct support organization reimbursements for the use of university resources.

## Contracts and Grants Expense Budget Breakdown

Operating Expenditures FY22	Percentage
Salaries and Benefits	25.98%
Other Personal Services	12.87%
Expenses	41.22%
Operating Capital Outlay	2.10%
Financial Aid	17.83%

## **Auxiliary Enterprises**

The Auxiliary Enterprises budget consists of university business operations that are selfsupporting through user fees, payments, and charges; no General Revenue Support.

These budgets include:

- Academic Auxiliary Programs
- Housing
- Parking and Transportation
- Student Health Services
- Other Auxiliaries (Food Services, Bookstore Sales, Rentals, and Interdepartmental Services)

Each institution may determine whether its auxiliary services will be self-supporting on an individual or collective basis, except for athletics, which shall be a self-supporting entity.

## Auxiliary Enterprise Expense Budget Breakdown

Operating Expenditures FY22	Percentage
Salaries and Benefits	23.39%
Other Personal Services	6.14%
Expenses	69.93%
Operating Capital Outlay	0.47%
Finance Expense	0.07%

## **Student Activities**

The Activity and Service (A&S) budget consists of funds from the student activity and service fee to support student government operations and student activities for all campuses.

A&S fees support:

- Clubs
- Organizations
- Student Centers
- Recreational Sports

## **Student Activities Expense Budget Breakdown**

Operating Expenditures FY22	Percentage
Salaries and Benefits	18.08%
Other Personal Services	10.89%
Expenses	70.15%
Operating Capital Outlay	.89%

## **Financial Aid**

The Student Financial Aid budget consists of funds received from Federal, State, Institutional, and other outside agencies.

Financial Aid funding sources:

- Student Loans
- Federal Pell Grants
- Florida Bright Futures
- Florida Student Assistance Grant
- Federal Work Study
- First Generation Scholarship

## Student Financial Aid Expense Budget Breakdown

Operating Expenditures FY22	Percentage
Salaries and Benefits	.98%
Other Personal Services	.28%
Expenses	98.75%

#### Concessions

The Concessions fund contains all the commission-based revenues from beverage and pouring, snack vending, as well as student housing laundry machines.

The commission revenues are used to purchase food and refreshment items for:

- University-wide Events
- Faculty and Staff Recruitment
- Commencements
- Training and Lecture Series
- Board of Trustees
- Student Housing Socials
- Convocation Events

Funds shall not be expended for the construction or reconstruction of buildings except as provided under s. 1013.74 F.S.

## **Concession Expense Budget Breakdown**

Operating Expenditures FY22	Percentage
Expenses	100.00%

## **Intercollegiate Athletics**

The Intercollegiate Athletics Operating Budget supports the University's student athletics program.

Funding is generated from student athletics fees as well as ticket sales from:

- Athletics Events
- Game Guarantees
- NCAA Distributions
- Sponsorships
- Private Support

Intercollegiate Athletics is also supported by Title IX funding, waivers and scholarships, and a statutory tax on ticket sales to support women's sports.

## Intercollegiate Athletics Expense Budget Breakdown

Operating Expenditures FY22	Percentage
Salaries and Benefits	37.86%
Other Personal Services	6.32%
Expenses	55.82%

## **Technology Fee**

The Technology Fee may be up to five percent of the tuition charged per credit hour.

This revenue source helps to enhance instructional resources for:

- Students
- Faculty

## Technology Fee Expense Budget Breakdown

Operating Expenditures FY22	Percentage
Other Personal Services	98.21%
Expenses	1.79%

# FY21-22 QUARTERLY FINANCIAL STATUS REVIEW

#### FLORIDA A&M UNIVERSITY Financial Status FY21-22 Quarter 3

#### FLORIDA A&M UNIVERSITY Financial Status FY20-21 Quarter 3

			Approved		nbrances and			Percent of				Expenditures and		Percent of
			Budget	Ex	penditures	Bud	lget Status	Budget Expended		FY2020-21		Encumbrances	Budget Status	Budget Expende
	Fund Name			PeopleSc	oft as of 03/31/22	(O)	ver) Under	%	A	pproved Budget	Pec	pleSoft as of 03/31/21	(Over) Under	%
			-1-		-2-		-3-	-4-		-1-		-2-	-3-	-4-
					Education and	l Gene	eral					Education and Ge	eneral	
101	General Revenue	\$	96,905,897	\$	115,158,608	\$	(18,252,711)		\$	101,442,146	\$	111,043,479	\$ (9,601,333)	
102	Tuition and Student Fees		67,801,614		47,578,348	\$	20,223,266			67,801,614		48,524,934	19,276,680	
104	Educational Enhancement (Lottery)		26,908,721			\$	26,908,721			22,663,971		-	22,663,971	
	Total Educational and General	\$	191,616,232	\$	162,736,956	\$	28,879,276	85%	\$	191,907,731	\$	159,568,413	\$ 32,339,318	83%
					Auxiliary Ent	-						Auxiliary Enterp		
110	Housing Trust Fund		21,042,350		12,740,012		8,302,338			15,575,659		10,891,889	, ,, .	
116	Auxiliary Trust Fund		27,769,758		14,256,927		13,512,831			26,395,694		16,407,735	9,987,959	
601	Housing R&R Fund		-				-			1,190,469		1,189,123	1,346	
603	Auxiliary R&R Fund		3,233,187		1,934,806		1,298,381			3,671,349		1,853,028	1,818,321	
701	Housing Debt Service		-	<u> </u>		\$	-	500/	-	381,000		369,872	11,128	05%
	Total Auxiliary Enterprises	\$	52,045,295	\$	28,931,745	\$	23,113,550	56%	\$	47,214,171	\$	30,711,647	\$ 16,502,524	65%
	Total Intercollegiate Athletics	\$	10,500,808	\$	10,274,193	\$	226,615	98%	\$	6,503,487	\$	5,872,342	\$ 631,145	90%
	Total Concessions	\$	67,670	\$	20,068	\$	47,602	30%	\$	71,790	\$	19,043	\$ 52,747	27%
	Total Technology Fee	\$	1,200,000	\$	242,412	\$	957,588	20%	\$	1,840,117	\$	1,655,183	\$ 184,934	90%
													· ,	
					Student Act							Student Activit		
117	Late Registration Fee (480910)		122,500		75,660	•	46,840		\$	53,566		33,512		
117	Orientation Fee (482000)		124,123		111,692	\$	12,431			247,408		162,897	\$ 84,511	
	Student Activities - Activities and Services													
117	Fee (43 Series)		2,815,163		2,293,843		521,320		<u> </u>	3,136,559		2,087,930		
	Total Student Activities	\$	3,061,786	\$	2,481,195	\$	580,591	81%	\$	3,437,533	\$	2,284,339	\$ 1,153,194	66%
					Student Finan	ncial /	Aid					Student Financia	al Aid	
117	Late Payment Fee Controller (480920)		301,848		185,872	•	115,976		\$	349,387		220,650	, .	
117	Administrative Expense Fin. Aid (481210)		187,960		87,065		100,895			161,317		115,062		
117	Administrative Controller (481220)		207,609		77,577		130,032			243,223		53,702	\$ 189,521	
201	Title IV Administrative Expense (410333)		119,382		117,683		1,699			115,382		116,363		
201	College Work Experience Program (410405)	)	28,397		0 \$	•	28,397			22,200		2,904	,	
201	Federal Work Study Program (410452)		779,038		171,726		607,312			825,000		324,482		
202	Scholarship Fund		42,000,000		33,145,144	\$	8,854,856			33,636,548		33,307,097	\$ 329,451	
	Federal Perkins Loan Program (550100)													
301	and other Fund 301		400,000		(90,548)		490,548			130,000		57,452		
901	Other Tuition Assistance Grant (511700)		3,250,000		3,990,209		(740,209)			2,641,472		2,904,860		
	Total Financial Aid	\$	47,274,234	\$	37,684,728	\$	9,589,506	80%	\$	38,124,529	\$	37,102,572	\$ 1,021,957	97%
					Contracts &	Gran	ts					Contracts & Gr	ants	
118	FAMU DRS Trust Fund		5,380,990		4,999,597	\$	381,393		\$	5,215,030	\$	4,352,501	\$ 862,529	
203	Sponsored Research Trust Fund (402210)		138,111,750		127,472,863		10,638,887		Ŷ	82,313,195		76,657,375		
200	Total Contracts and Grants	\$	143,492,740	\$	132,472,460		11,020,280	92%	\$	87,528,225		81,009,876		93%

#### NOTES

Salaries are encumbered for 12 months

• View of Expenditures across all categories related to FY21-22 Operating Budget

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# 2021-2022 CARRYFORWARD SPENDING PLAN

#### **Carryforward Spending Plan**

- Senate Bill 190 details specific items that would be expected in the newly-required Education & General Carryforward Spending Plan that must be approved by the University's Board of Trustees by September 1 and submitted to the Board of Governors for review and approval by October 1.
- Senate Bill 190 (now 1011.45(1) F.S.) stipulates that each university shall maintain a minimum carryforward balance of at least seven percent of its state operating budget.

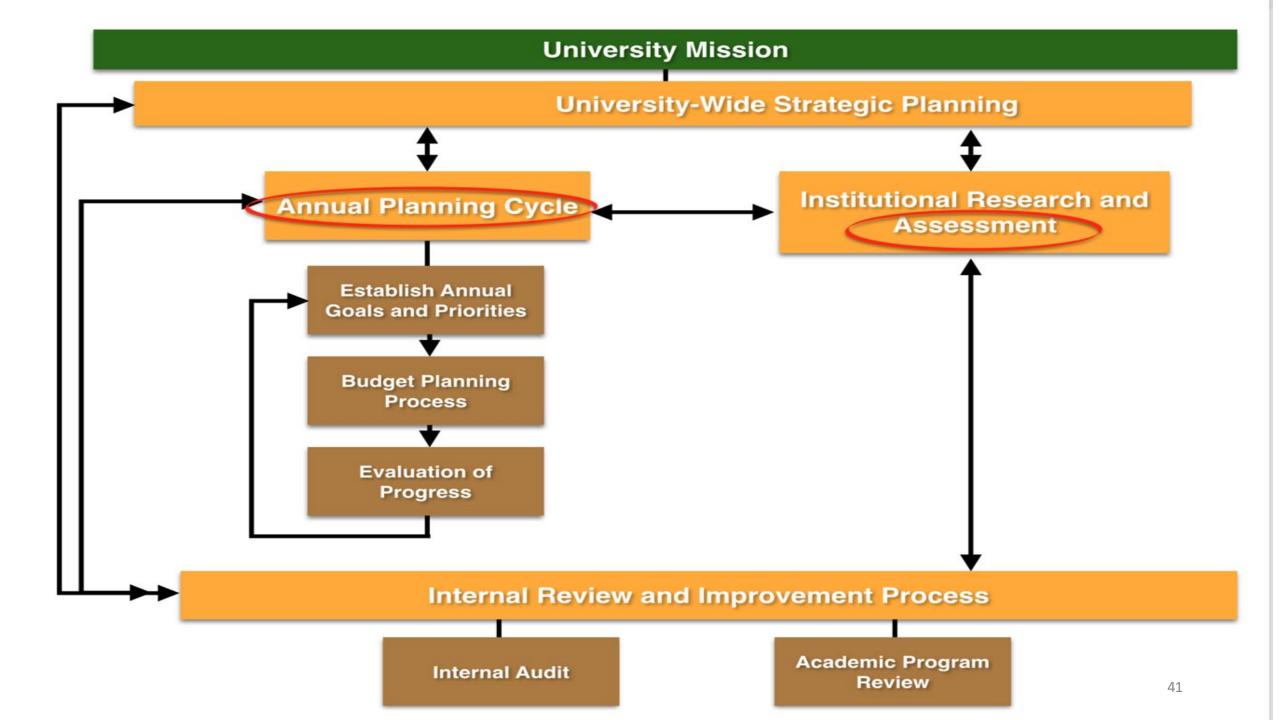
## Carryforward Spending Plan Allocations

- Restricted by Appropriations
  - o Performance Based Funding
  - World Class Faculty
  - Professional and Graduate Degree
  - Black Male College Explorers
  - Graduate Assistantships
- Library Resources
- Student Financial Aid
- Compliance Program Enhancements
- Student Services, Enrollment and Retention
- Information Technology (ERP, Equipment and etc.)
- Minor <\$2M Renovation, Repair and Maintenance
- Other Operating Requirements (UBOT Approved that support the University's Mission)

# 2022-2023 STATE BUDGET RECOMMENDATION

	FLORIDA A&M UN	IVERSITY				
2022-	2023 E&G ALLOCATIONS	(Pre-Governor's VE	ETO)			
2021-2022 Beginning Base Budget	General Revenue	Lottery \$22,663,971	Student Fees \$67,801,614	Student Financial Assistance \$624,417	Risk Management Insurance \$1,669,954	Total Appropriations \$192,509,793
		<i> </i>	<i>v</i> · · <i>j</i> · · <i>j</i> · · · <i>j</i> · · · · ·	¥ • = • j • • •	<i>\</i>	÷••=;•••;•••
Fund Shift from GR to Lottery	(4,244,750)	4,244,750				-
20-21 Performance Based Incentives	(13,322,826)					(13,322,826)
2020-21 Base Funding to Performance Funding - Institutional Investment	(14,083,909)					(14,083,909)
Eliminate Excess Faculty Salary	(157,624)					(157,624)
2020-21 Base Funding to Performance Funding - Institutional Investment	14,083,909					14,083,909
2021-2022 Non Recurring State Investment PBF	12,651,647					12,651,647
Amendment #2 (Reduction Risk Management)					(64,758)	(64,758)
Total 2021-2022 Final Budget	94,676,284	26,908,721	67,801,614	624,417	1,605,196	191,616,232
2021-2022 Non Recurring State Investment PBF	(12,651,647)					(12,651,647)
2020-21 Base Funding to Performance Funding - Institutional Investment	(14,012,282)					(14,012,282)
Fund Shift from GR to Lottery	(6,518,411)	6,518,411				•
Operational Support	5,000,000					5,000,000
2022-2023 GRAND TOTAL	66,493,944	33,427,132	67,801,614	624,417	1,605,196	169,952,303

# BUDGET AND PLANNING PROCESS



# PERFORMANCE BASED FUNDING ALLOCATION

## **Overview of PBF Model**

FAMUE FLORIDA AGRICULTURAL MECHANICAL UNIVERSITY

The amount of the state investment appropriated by the Legislature and Governor for performance funding is matched by an amount reallocated from the university system base budget.

Florida Board of Governors Performance-Based Funding Allocation, 2021-22 June 22, 2021

	2020 Scores	2021 Scores	Allocation of State Investment	Allocation of Institutional Investment	Total Performance- Based Funding Allocation
FAMU	73	79	\$12,651,647	\$14,083,909	\$26,735,556
FAU	85	89	\$20,392,761	\$22,701,375	\$43,094,136
FGCU	88	82	\$11,469,477	\$12,767,908	\$24,237,385
FIU	88	97	\$31,947,249	\$35,563,918	\$67,511,167
FL Poly		83	\$4,295,463	\$4,781,742	\$9,077,205
FSU	85	88	\$41,028,117	\$45,672,810	\$86,700,927
NCF	87	64	\$3,643,257	\$4,055,701	\$7,698,958
UCF	89	87	\$32,898,338	\$36,622,678	\$69,521,016
UF	90	87	\$50,191,372	\$55,873,414	\$106,064,786
UNF	83	77	\$12,903,434	\$14,364,201	\$27,267,635
USF	94	94	\$34,549,019	\$38,460,229	\$73,009,248
UWF	82	83	\$9,029,866	\$10,052,115	\$19,081,981

#### Institutional Base Funding Allocation (highlights)

- 1. A prorated amount is **deducted** from each university's base
- recurring state appropriation.
- 2. On a 100-point scale, a threshold of **60 points** is established as the minimum number of total points needed to be **eligible for the institutional investment**.
- 3. Any institution that fails to meet the minimum point threshold for the institutional investment must submit an improvement plan to the BOG (an institution is limited to only one improvement plan).

#### State Investment Funding Allocation (highlights)

- 1. Any institution with a score lower than the previous year's score for **two consecutive** years must submit a student success plan to the BOG.
- 2. Any institution with a score lower than 70 points must submit a student success plan to the BOG in order to be eligible for **50 percent** of their proportional amount of the state's investment.

## **Overview of PBF Model, cont.**



#### Points

- Points are allocated based on an institution's annual outcome on each metric
- Points for each metric can be earned for "Excellence" and "Improvement"
- The "Excellence" benchmark scale outlines the level of performance on the metric that is needed to earn points, ranging from 1-10 points
- The "Improvement" benchmark scale outlines the level of improvement on the metric that is needed (compared to the performance in the previous year) to earn points, ranging from 1-10 points

 The higher of the two scores ("Excellence" vs. "Improvement) is counted towards an institution's overall PBF score for the year

	Performance Based Funding Model 2022-23 Benchmarks										
		-xCELLENG-									
			(Achieving system Goals)								
	Points	10	9	8	7	6	5	4	3	2	1
Key M	etrics Common to All Universities										
1	Percent of Bachelor's Graduates Employed (\$30,000+) and/or Continuing their Education Further 1 Yr after Graduation	80%	77%	74%	71%	68%	65%	62%	59%	56%	53%
2	Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$40,700	\$38,200	\$35,700	\$33,200	\$30,700	\$28,200	\$25,700	\$23,200	\$20,700	\$18,20
3	Net Tuition & Fees per 120 Credit Hours	\$9,000	\$10,000	\$11,000	\$12,000	\$13,000	\$14,000	\$15,000	\$16,000	\$17,000	<mark>\$18,00</mark>
4	Four Year Graduation Rate Full-time FTIC	65%	62%	59%	56%	53%	50%	47%	44%	41%	38%
5	Academic Progress Rate 2nd Year Retention with GPA Above 2.0	90%	88.8%	87.5%	86.3%	85%	83.8%	82.5%	81.3%	80%	78.8%
6	Bachelor's Degree's Awarded in Areas of Strategic Emphasis (includes STEM)	50%	47.5%	45%	42.5%	40%	37.5%	35%	32.5%	30%	27.5%
7	University Access Rate Percent of Undergraduates with a Pell Grant	42%	38%	34%	30%	26%	22%	18%	14%	10%	6%
8.A.	Graduate Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	60%	57.5%	55%	52.5%	50%	47.5%	45%	42.5%	40%	37.5%
8.B.	Freshmen in Top 10% of Graduating High School Class (Alternative metric for NCF only)	50%	47.5%	45%	42.5%	40%	37.5%	35%	32.5%	30%	27.5%
						<b>WIPROV</b>	/EMEND				
	% Improvement	5.0%	4.5%	4.0%	3.5%	3.070	2.370	2.0%	1.5%	1.4%	0.5%
	Points	10	9	8	7	6	5	4	3	4	1

Note: tables obtained from BOG website

Note: For Metric 3 only the percentage improvement should be negative in order to receive points.

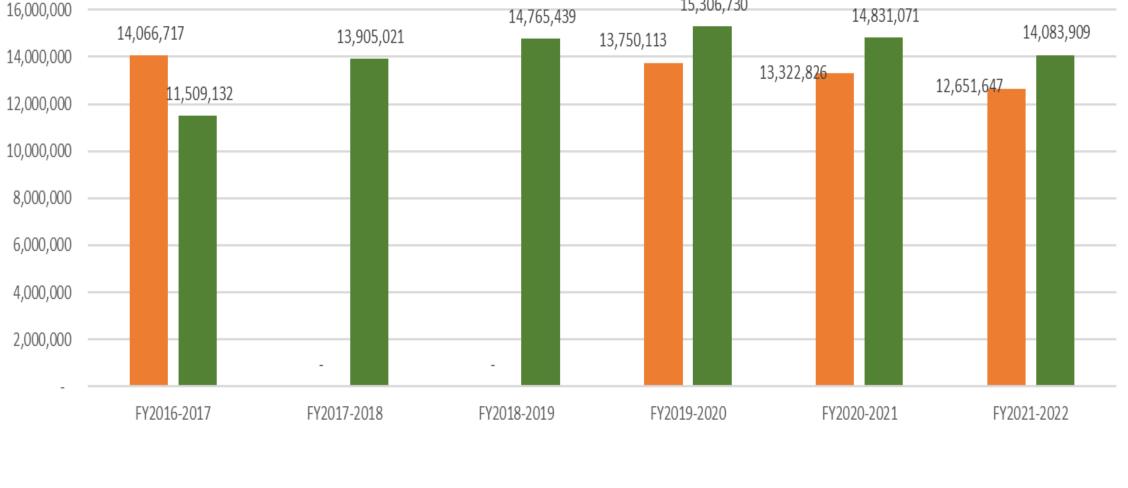
Performance Based Funding Model 2022-23 Benchmarks						
			E>	(CELLEN)	CE	
			(Achievir	ng Syster	n Goals)	
	Points	5	4	3	2	1
Key Metr	ics Common to All Universities					
9.A.	Two-Year Graduation Rate for FCS Associate in Arts Transfer Students	50%	45%	40%	35%	30%
9.B.	Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year	80%	75%	70%	65%	60%
9.B.1.	Academic Progress Rate, 2nd Year Retention for FTIC with a Pell Grant (Alternative metric for FL Poly only)	89%	88%	87%	86%	85%
		IMPROVEMENT				
	% Improvement	5%	4%	3%	2%	1%
	Points	5	4	3	2	1

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	Performance Based Funding Model 2022-23 Benchmarks										
		EXCELLENCE									
					(Achie	eving Sy	stem G	oals)			
	Points	10	9	8	7	6	5	4	3	2	1
Metric 1	Metric 10										
10.A.	FAMU - Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS	350	330	310	290	270	250	230	210	190	170
		IMPROVEMENT									
	% Improvement	5.0%	4.5%	4.0%	3.5%	3.0%	2.5%	2.0%	1.5%	1.0%	0.5%
	Points	10	9	8	7	6	5	4	3	2	1

# PERFORMANCE BASED FUNDING ALLOCATION 14,066,717 13,905,021 14,765,439 15,306,730 13,750,113 14,831,071 14,083,909 14,083,909

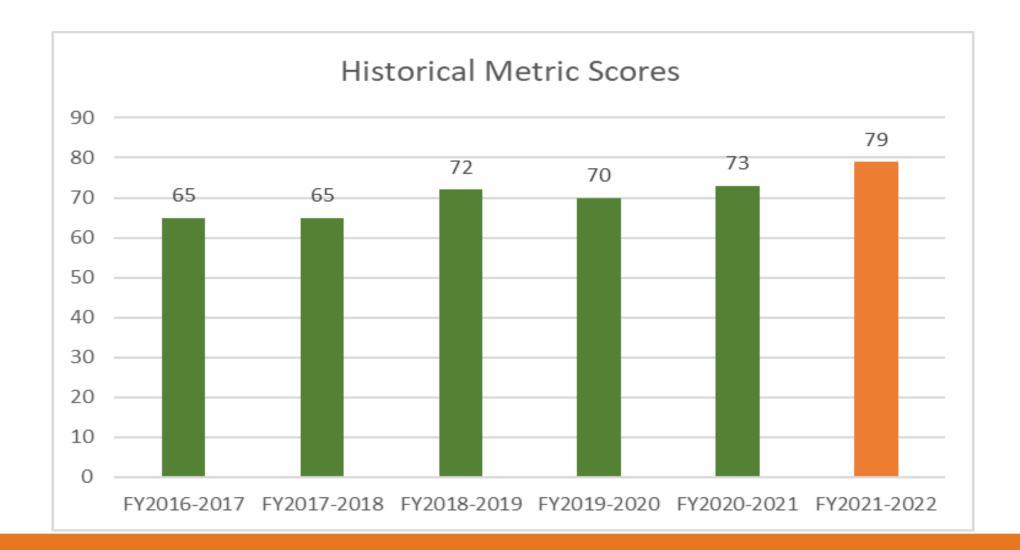


Allocation of State Investment

18,000,000

Allocation of Institutional Inversement

47



## Key Take Aways

Current Outlook	<b>Future Outlook</b>
Auxiliary revenue does not account for inflation.	Florida's future revenue is brighter due to reduced COVID-19 restrictions and increased travel, which will help to increase tourism and enrollment.
Compensation strategy is being developed in order to address the salary inequities across the university community.	CARES funding is non-recurring and will affect the Contracts and Grants budget going forward.
E&G funding is subject to change.	Florida minimum wage increases every year until 2026.





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