The mission of graduate education at the University of Florida is to produce individuals with advanced knowledge in their fields, who are constant learners, and who are prepared to creatively address issues of significance to the local and global community for improving the quality of life. The Graduate School is a distinct organizational entity which is mandated by the University of Florida Constitution. It achieves this mission by providing administrative and other services to assist the graduate students, programs, colleges, and graduate faculty who are involved in graduate education. The Graduate School staff seeks to interface, educate, and coordinate with the university community in all aspects of graduate education.

In the 2007-2008 Academic Year, the Graduate School certified 4,165 degrees from a pool of 5,757 applicants with a staff of 6.7 per term. In the 2008-2009 Academic Year, the Graduate School certified over 4,300 degrees from a pool of almost 6,300 applicants, with an average staff of 3.7 per term. In the 2009-2010 Academic Year, the Graduate School certified 4,673 degrees from a pool of 6,392 applicants, with an average staff of 5.0 per term.

In 2007, Dean Henry Frierson arrived with the explicit charge to “grow the graduate school” and “grow graduate education, particularly at the PhD level.” At that time, the graduate school with a staff of 23 people and a $3.241M state appropriations budget served 11,313 graduate students and 2900 graduate faculty. Up to that time, infrastructure support for fiscal and IT services was provided by the Office of Research (DSR) as the Graduate School was a component of DSR. The four years thus far have been challenging: budget cuts, staff reductions, increasing number of programs for minority recruitment and retention with related funding, as well as administration of the Graduate School Fellowship... with a steadily increasing number of graduate students.

Over the past four years, the overall graduate student enrollment has increased by 4.5%, while our overall staff levels decreased by about 20% as compared with 2007. Particularly hard hit were Student Records with a staff reduction of 43% and Editorial with a staff reduction of 50%. In this current academic year, we have been able to hire a program assistant in Graduate Records, and a part-time student assistant in Editorial. In January 2011, a second fulltime editor will be added. We added two IT Experts in 2010-11. The addition of staff in Data Management provides support for the Graduate Information Management System (GIMS) to be enhanced to allow colleges, academic units, and students to track progress toward graduate degree completion.

To support the current constitutionally mandated activities of the Graduate School, to create and enhance communication and data tools that benefit the entire graduate education community, and to continue achieving successes in recruitment, retention, matriculation and outreach efforts, the Graduate School will require an optimal operating totaling $2,943,634 for the 2010-2011 Academic Year.
These tools serve 11,997 graduate students, about 3,000 graduate faculty, and over 500 employees working with graduate education spread over 20 colleges and interdisciplinary units, three centers, and 160 departments and schools. There are 825 graduate degree programs that are comprised of combinations of 143 majors and 139 concentrations.

The Graduate School is a distinct organizational entity which is mandated by the University of Florida Constitution. The constitutional authority includes “…general supervision over graduate programs within the university, including the establishment of minimum standards of admission and performance; the recommendation of approval by the Faculty Senate of new degree programs; the recommendation of candidates for graduate degrees to the President; the encouragement, financial and other support of graduate study and research where these functions are not otherwise assigned.”

Fulfilling the charge of the Constitution requires regular involvement with service units on campus including Graduate Admissions, the Office of the Registrar, the International Center, Human Resource Services, Student Financial Services, and Academic Personnel.

Increasing diversity in the admittance and graduation of graduate students is important to the University’s mission and this commitment has been reinforced by President Machen. Consequently, in addition to the regular activities and responsibilities of the Graduate School, the past few years have seen expanded emphasis on recruitment and retention, enhanced outreach opportunities and support programs for graduate students, significant success in obtaining external funding from NSF to augment existing funded programs, and management of the Graduate School Fellowship program. Additionally, the Graduate School has been tasked with producing data to support the PhD Assessment Tool, the Graduate School Tracking System, and the newly mandated Student Learning Outcomes collection process.

Our comprehensive improvement plan addresses the needs of the University’s graduate education community. We will work to create data interfaces designed to improve tracking and response for related policy and process issues as they apply to graduate students. We are working to collect data to identify specific areas of concern and eliminate manual processes where appropriate. In return, we will be able to use our resources more efficiently by focusing on complex issues that demand more time and the coordination of resources from other UF academic and administrative units.

Our continuous improvement plan will allow us to improve processes and communication for our graduate community.

- Electronic data collection, analysis and feedback
- Conversion to electronic imaging for community archival purposes: graduate student records, graduate degree certification, ETD processing and transmittal, graduate programs and associated graduate faculty appointments
- Adoption of Acalog (a content management system for the Graduate catalog)
- Increased recruitment, retention and funding of graduate students
The Graduate School has five operational units: Administration, Graduate Records, Data Management, Editorial Services, and Office of Graduate Minority Programs (OGMP). The chart below illustrates the organization of these units.
Administration

The Graduate School supports the Graduate Council, the University Graduate Curriculum Committee, the Graduate Coordinators Advisory Council, The Council of Graduate Deans, and the Graduate Minority Advisory Council.

The functions of the Administrative unit are to: develop and enforce policies of the Graduate Council; effectively communicate those policies to the Graduate Faculty, administrative units and students; assist programs in identifying funding to recruit and support their students; and ensure that all academic units can effectively and consistently guide their students through their programs of study.

The Administrative unit consist of the Associate Vice President and Dean, Senior Associate Dean for Academic Affairs, Associate Dean for Student Development and Programs and Director of OGMP, Associate Director, Accounting Coordinator and an Executive Secretary.

Support of Graduate Council activities

Graduate Council reviews and acts upon all proposals related to new degree programs, modification of existing programs, sunset of programs, changes to admissions criteria, and any other policies related to academic issues. The Graduate School provides staff support to Council. They perform administrative reviews of all proposals, track progress of agenda items through various approval stages, and disseminate information related to changes in programs and policies. Staff provides both broad and detailed perspectives of current degree programs, existing policies, and procedures to assist Council. The graduate school administrative staff updates policy and procedures manuals, the graduate catalog, and communicates with appropriate external units as changes occur. Since 2007, the Graduate Council has reviewed 100 proposals, including 11 new degree programs, 42 degree program modifications, 25 degree program sunset, 22 policy changes which include changes to admissions criteria, degree requirements, residency standards, attendance at qualifying examinations, etc.

Graduate Assistants United

The Senior Associate Dean serves on the bargaining team in contract negotiations with the GAU and as the step-one reviewer for GAU grievances.
Petitions

A significant portion of time is spent resolving petitions submitted by academic units on behalf of individual impact of medical withdrawals on health benefits, registration exceptions for students on appointments, approval for late-hire tuition waivers, etc. An estimate of 3 person-hours per petition is reasonable. Spring 2010 and Fall 2010 required an unusually large investment of time to understand and review late hire approvals in concert with the academic unit, college and HR because of the implications of e-verify compliance. For Fall 2010, a pilot program was established to see if having HR/college staff available at the UFIC checkin process to complete the I-9 could alleviate some of the late hire situations. From Fall 2007 to October 10, 2010, the administrative unit has processed 870 petitions concerning individual students. Each of these petitions requires extensive research of various policies and implementation practices to arrive at a fair and just interpretation for the particular situation. Resolution often requires consultation with external units such as Academic Personnel, Registrar, Disability Resources, Graduate Student Benefits, International Center, Student Financial Services, as well as other units within the Graduate School for academic compliance issues.

Resources for academic and other units

The Graduate School administrative staff emphasizes collaborations and partnerships with academic units to solve operational problems. Graduate school staff provides expertise in graduate education policies for external units, such as Graduate Admissions, Office of the Registrar and Academic Personnel. We serve on official and ad-hoc committees throughout the university to provide perspective when the issues include graduate education.

Communication and Outreach for Academic Units

We produce an annual orientation and workshop for graduate staff and coordinators as part of our mission to inform the programs and colleges of important changes, with a usual attendance of 200. We participate in the Pro3 Series of training workshops, produced by Training and Organizational Development. Since Spring 2009, 131 different university personnel have attended this workshop. A primary communication tool to inform graduate education staff of changes to policies and procedures are the graduate staff and graduate coordinators listservs. We also spend a large amount of time interacting with individual graduate coordinators and staff to help resolve all kinds of issues concerning their students. The Graduate School’s customer service efforts extend to creating additional resources for individual units as well as continuing to improve existing policy and procedure communication channels.
Communication and Outreach for Graduate Faculty

Policy changes that impact Graduate Faculty are communicated via the Graduate Faculty listserv. As an example, in 2009-10, the Graduate Council approved a policy change that permits Graduate Faculty to participate in comprehensive and qualifying examinations via electronic means. Given the fact that faculty travel so much to conduct research, we anticipate that this policy will shorten the time-to-degree of graduate students by at least a semester without compromising the quality of the examination.

Communication and Outreach for Graduate Students

The Graduate School administrative staff produces an orientation for new graduate students each Fall and Spring in concert with the International Center and the Graduate Student Council. Working with Academic Technology, we produce an annual orientation and workshop for new Teaching Assistants. Our primary email communication tool with graduate students is the graduate student listserv. We produce an annual electronic Graduate Student Handbook, as well as the Graduate Catalog. For prospective students, the Graduate School produces an Admissions brochure. The Office of Graduate Minority Programs produces some specialized media concerning opportunities for underrepresented minorities which complements the Admissions brochure.

Interface with External Agencies

The administrative unit is usually the first point of contact for external organizations that desire information about graduate education at UF. We respond to information requests from accrediting agencies (eg SACS), national organizations interested in graduate education (eg National Research Council), and peer institutions, coordinate responses with other campus units, such as Institutional Planning and Research, Graduate Admissions, or the Registrar. We serve as coordinating officials for external funding agencies, such as NSF Graduate Research Fellowship, and the Ford Foundation Diversity Fellowships.

Awards Programs

The Graduate School administers the Doctoral Dissertation Mentoring Awards program and the Graduate Student Teaching Awards Program.

External Funding

The Associate Vice President and Dean has been quite successful in securing several federal grants for graduate student support. Since his arrival in 2007, the graduate school has received over $6M in external funding for students. The administrative unit provides the infrastructure to coordinate and submit these grants.
Financial Administration

The administrative unit handles all fiscal affairs for the Graduate School, including operational finances, funding and support programs for students, a central level for the NSF Graduate Research Fellowship Program, Graduate School Fellowship Program, Grinter Fellowship, OGMP financial aid programs, federal grants for student support, and administration of the Graduate School Tracking Program.

Director of Outreach

We will be adding the Director of Outreach and Student Development Coordinator, funded via Provost Start-up funds and available budget. This position will direct the Graduate School’s graduate education outreach efforts within the state of Florida and the nation to enhance diversity in graduate programs at UF with specific emphasis on PhD programs; prepare external grant proposals related to student development, outreach, and diversity enhancement; assist in the development of and oversee the coordination of graduate education and research preparation programs for undergraduate students; assist with the review of graduate-level program assessments.

Graduate Records

The Graduate Records unit is responsible for the certification of graduate degrees, certification of participation in the Academic Common Market, classification of graduate students, and interacts with Graduate Admissions, Registrar’s Office and the International Center in addition to graduate education administrative units throughout the university.

Degree certification requires monitoring Graduate Council policies governing the award of a graduate degree. Specific policies include eligible course work with associated grading schemes and GPA calculations; enrollment, transfer credit, milestone completion, transcript annotations, minimum credit and GPA degree requirements, and approved requests for policy waivers. Many of these tasks are labor intensive, require specific expertise, and involve significant communication between the Graduate Student Records unit and colleges/academic units. The Graduate Student Records unit works closely with the Graduate School’s Editorial Office regarding the completion of thesis/dissertation milestones.

UF participates in the Academic Common Market (ACM) at the graduate degree program level. To participate in the program, an institution must be a member of the Southern Regional Educational Board. Florida is one of sixteen member states. The ACM allows students to access graduate programs offered at out-of-state institutions at the participating institution’s in-state rates if the same program is not offered in the student’s home state. The Graduate Student Records unit serves as the contact point for students interested in participating in available
programs at UF. The decision for an existing UF graduate program to participate in the ACM is left to the discretion of the academic unit.

The Graduate Record unit supports the Graduate School’s mission to increase the understanding of graduate education at UF by responding to daily inquiries from faculty, academic units and students. Inquiries range from identifying policy sources to clarifying Graduate Council policies to researching graduate degree program modifications to developing new graduate degree programs to researching past degree awards. Archival records of degree certification data, approved graduate degree programs, Graduate Council minutes and Graduate Catalogs (1945 to present) are kept within the unit and enable the team to respond to such requests. The Graduate Records unit conducts the Pro3 training workshops sponsored by Training and Organizational Development to further educate university personnel about graduate education.

The Graduate Records Office is currently staffed by a Coordinator and four Program Assistants. The addition of a Program Assistant for Graduate Records will allow for succession planning for a retiring Program Assistant with a DROP exit date of Fall 2012. The work activities of the graduate records unit are complex and require extensive training, typically four consecutive terms to allow for the completion of an annual cycle. Once the new person is in place, the retiring Program Assistant has a unique historical perspective that we need to capitalize upon before she retires. The Program Assistant will focus her attention on organizing and digitizing historical program files, Graduate Council minutes and commencement notebooks. The data to be captured encompass 40 years of historical data to make information readily available via an interactive database to all interested parties. It would be a significant improvement to overall communication about graduate education programs and policies if the program files could be made available electronically to the graduate education community.

The Graduate Records unit requests specific resources from the Graduate School’s Data Management Team that involve four broad areas: degree certification, petitions, transfer credit, and program files. The Graduate Information Management System (GIMS) should be enhanced to allow colleges, academic units, and students to track progress toward graduate degree completion. Resources need to be allocated to the development and implementation of an electronic process for evaluating requests for a waiver of Graduate Council policies and for transfer credits within GIMS. Moreover, Data Management resources are needed to assist the Graduate School in its initiative to provide authorized personnel from academic units offering graduate degree programs to view program file documents as they become available in the Graduate School’s imaging system. Although the documents will be scanned into the current imaging system by the Graduate Student Record unit, Data Management personnel are needed to assist with essential database structure to ensure a consistent data fit with existing data elements.

Data Management resources are required to transition: paper processes to electronic processes; manual processes to automated processes; and transition to a graduate degree application process.
that allows graduate degree candidates to apply for the correct degree while verifying all essential elements of the program tracked in the Graduate Information Management System.

**Data Management**

The Office of Data Management is responsible for managing and enhancing the tools that the Graduate School uses for tracking graduate students’ academic progress and certifying graduate degrees. The office is also charged with maintaining the PhD Job Placement system, the Graduate School Tracking system, the Graduate Catalog generation system, the Graduate Student Learning Outcomes system, Graduate Rosters system, the Graduate Council electronic ballot system, and the PhD and EdD Commencement Escort database system. These systems serve 11,997 graduate students, about 3,000 graduate faculty, and over 500 employees working with graduate education spread over 20 colleges and interdisciplinary units, three centers, and 160 departments and schools. There are 143 majors and 139 concentrations with a possible combination of 825 graduate degree programs.

The Data Management team works to extract and analyze data related to retention, enrollment, graduation, and post-graduation employment. Statistical analysis is conducted to determine attrition and completion rates, and time-to-degree trends for graduate students. Requests for data come from colleges, departments, Institutional Planning and Research, Graduate School units, and some external agencies. The purposes of these reports are for assimilation into external reports, grant proposals, instructor workload reports for Tenure & Promotion, department meetings, faculty meetings, program meetings, etc.

Data Management is further charged with maintaining and enhancing the Graduate School website, processing conditional admissions, monitoring graduate faculty appointments, and maintaining the UF Graduate School scanning system.

In 2010-11 the Degree Certification Interface transitioned to a web application from Microsoft Access. This web application was deemed a better alternative to enhance efficiency of the Graduate Records employees by increasing response time. The transition required major programming efforts that enabled the web application to provide some enhanced functionalities, and also retain some of the same functionality as the old MS Access application. The new web application was piloted in Summer 2010, and launched in Fall 2010.

Major improvements were made in the Degree Evaluation software as far as refinements of logic that led to enhanced features, and dramatic increase of run-time of the software and consistent data formats with the Office of the Registrar and PeopleSoft. A major face-lift was done for the web-based GIMS interface that has a modern look, and much better user friendliness and navigability.
In 2010-11, all data loading jobs from the registrar student data warehouse and PeopleSoft database have been scheduled and automated; this has greatly increased efficiencies at the Graduate School. Some major streamlining efforts in the past two years have helped the Graduate School fulfill its mission with decreased staff are: a) making available completely secure electronic transmittal of selected forms in place of manual processing of paper forms, b) integration of graduate faculty data from PeopleSoft, and c) integration of graduate staff data from PeopleSoft. Collaborative efforts between the Office of Data Management and CNS imaging services have enabled authorized personnel in academic units to view scanned image files of graduate students through GIMS. This cuts down on the number of follow-up phone calls and emails to the Graduate School regarding petition approvals, change of student’s degree programs, and other actions taken by the Graduate School. This improvement also facilitates more rapid information capture by the academic units, thus improving their efficiency.

The Electronic Data Management (EDM) system that handles the electronic theses and dissertations is a stand-alone archaic system written in ColdFusion. During migration of our systems to CNS in Fall 2009, this application remained unsupported. Though the box containing the system is still at CNS, the costs associated with it are around $900 on an annual basis. The task of the reprogramming the system in ASP was taken on in order to integrate it with the current systems of the Graduate School and enhance some functionality. This is a mission-critical task because the EDM system closely aligns with the Degree Certification software. A move to ASP will bring it under the general cost umbrella with the rest of the Graduate School systems, and thus save on costs. ASP is also a platform that is supported at CNS and is maintainable by programmers in this unit.

The Graduate School Fellowship Tracking system was launched and is now used by colleges and departments to track Graduate School Fellowship awards, Grinter awards and other scholarships awarded by the Graduate School. The system is used by 16 colleges and 160 departments and schools. Data Management maintains system security through assignment of appropriate user access, maintaining data about active programs, working with external consultant and departments about bugs, fixes etc, and generation of reports for Graduate School and department use.

Work is continuously being done to migrate some of the existing Microsoft Access applications to a web-based environment. This was deemed a better alternative to enhance efficiency, and cut down printing costs in this unit.

New applications will be built for the benefit of the Office of the Graduate Minority Programs unit: registration interface for workshops; interface for applicants to the Summer Research Experience program during the Summer of 2011.
With the launch of the new E-referral system in Fall 2010 by the UF Office of Admissions, the number of conditional admissions has almost doubled from the 2009-10 fiscal year. This is because under the new system’s programming, all cases of applicants with GPAs below 3.0 (regardless of their test scores) now require Graduate School approval, as well as cases of applicants with missing or irregular test scores.

The scanning system is used for archiving student and faculty records digitally. In the case of students, these records cover their careers from admission to graduation. In the case of faculty, they cover their careers from appointment to graduate faculty status to end of UF employment. All student and faculty documents sent to the Graduate School are scanned into a computer image, stored in each individual’s digital file and retrievable on E-Client viewing software. In order to improve efficiencies, this office plans to work collaboratively with Graduate Records to make available the program files electronically to the entire graduate education community. This will be a major effort that will require meshing the curricular data in our systems with the databases of the University’s imaging system.

The Graduate School has been tasked by the Office of the Provost to create a system to collect the Student Learning Outcomes for graduate programs, and incorporate it into the Graduate Catalog. The system is integrated though GIMS, and collects data from every graduate program by year, degree level, and delivery method. This is a mission-critical project that will benefit the university’s SACS accreditation at the graduate level.

In the 2011-12 the Graduate Catalog software application will be moved over to a commercial system (Digital Architecture’s Acalog Content Management System) requiring Data Management’s support.

The Data Management unit prepares the annual PHD Program Quantitative Assessment Report that informs the President, colleges and departments about the quality of their PHD programs based on indicators such as number of current PhD students per budgeted graduate faculty, proportion of admitted PhD applicants to applied PhD applicants over a period of 5 years, proportion of matriculated students to admitted students over a period of 5 years, annual number of graduates (any program) chaired per budgeted faculty, and number of PHD graduates in academic, non-academic, and post doctoral positions.

The Data Management unit includes: Coordinator, two IT Experts, one Program Assistant, two Graduate Assistants, and one OPS Statistical Analyst.

Personnel in this office require: a) thorough knowledge and experience in programming and databases; b) knowledge of various data sources internal and external to the Graduate School; c) skills to extract data from these sources in order to feed into reports; d) knowledge and skills in
statistics to analyze the data for publishing reports; e) knowledge of website development and maintenance; and f) knowledge of Graduate Council policies and procedures.

Data Management’s Strategic plan includes: a) moving paper processes to electronic, b) automating existing electronic processes that still require manual intervention, c) ensuring seamless data exchanges between the Registrar’s Office and the Graduate School, d) analyzing data related to graduate education and use the results for increasing enrollment, retention, graduation rates, and providing information to colleges and departments to review the quality of their graduate programs. Data analyses will also be used for purposes of review of various programs related to graduate education or the Graduate School.

**Editorial Services**

This unit has 3 key responsibilities. 1) It processes and approves completed dissertations and theses before transfer to the national repository for archiving and publication, and is responsible for interfacing with the Application Support Center unit of Academic Technology (ASC), providing year-round workshops on dissertation and thesis submissions. 2) This unit prepares the Graduate School Catalog for publication and 3) it provides the staff support for the Graduate Curriculum Committee.

The Editorial Services Office staff currently consists of the Coordinator and Editor. An additional Editor will begin in January 2010.

In the past, this unit has been significantly affected by the increasing number of graduate students requiring services, while concurrently experiencing a ~50% decrease in staff, due to cutbacks. Looking back 10 years, this number has increased significantly from the total of 919 theses and dissertations processed in 2000/01 to the 1,309 processed last year. This resulted in a 43% increase from the numbers processed just 10 years ago and a 22% increase in just the past 5 years. This office continues to feel the impact of the increasing numbers of theses and dissertations processed each year. In 2010, there was an increase of 15% over the numbers processed in 2009, and we expect these numbers to continue to rise at this steady pace, due to a University-wide campaign to increase the number of graduate students here at UF particularly at the PhD level.

In addition to assisting students in the thesis and dissertation process, the staff in the Editorial Office has the responsibility to staff the Graduate Curriculum Committee. The Associate Dean is the chair of the committee, and the Coordinator prepares all meeting materials, agendas, minutes, and forwards information to other units on campus as needed. There is considerable alignment with the products of the Graduate Curriculum Committee with content required in the publication of the Graduate catalog. The Coordinator is the point person to gather materials for
changes needed to the catalog on an annual basis. These changes obviously occur in the curriculum content found in the Fields of Instruction section. But there are also changes in policies and procedures that need to be annually updated in other sections of the catalog. There were 81 curricular items processed in the 2007-2008 academic year. Due to a streamlining process in the Editorial Office, this number grew to 166 items in 2008-2009, doubling the numbers. This number continued to grow in the 2009-2010 academic year to 180, resulting in an 8% increase in curricular items, from the previous year. Furthermore, there have been 211 curricular items processed within the first 6.5 months of this academic year, which is a 17% increase already in the numbers from last year.

Given this workload, the Editorial Office’s Coordinator heavily relies on the part-time OPS student to assist in managing foot and phone traffic in the office, and perform some basic clerical tasks related to the graduate curriculum committee and catalog.

We have an outdated system that manages the Thesis & Dissertation system. In order to revise this process the work will be completed by the DM team. The implementation of a new electronic document management system will eliminate the low-value-added activity of manually inputting final examination information and information pertaining to the matriculation of students. Currently, this step is completed manually, by a daily running of reports. Data is then copied from one system, the Graduate Information Management System (GIMS), into another system, the Electronic Dissertation Management (EDM) System. This redundancy of work is not necessary, as all data is currently submitted directly to GIMS via the Graduate School’s Data Management Division. This data, in turn, can be automatically transferred into the EDM system without requiring any additional intervention from the Editorial Office staff. However, in order for our Data Management Division to be able to complete this needed programming, funds will need to be set aside in their area, allowing for this implementation.

We are in the process of engaging Digital Architecture’s Acalog Content Management System to upgrade our graduate catalog to look like the professional publication one would expect from an institution of UF's caliber. This polished and professional presentation of our graduate catalog will allow us to recruit and attract top-notch scholars to UF's Graduate School, by showcasing the opportunities available to them in an easy-to-navigate, well-organized, professional-quality interactive resource. The Graduate Catalog will now be available on any smart phone, iPhone, Android, Blackberry, or Palm device. It provides the ability to search through courses, programs, schools/departments, or the entire catalog on your mobile device, without the need to view through a miniature HTML website. It also allows for such applications as Twitter, Facebook, etc. to work with it as well. The annual programming/maintenance for this service is approximately $15K.
Additionally, the introduction of a collaborative catalog system will eliminate the low-value-added activity of wading through a myriad of word documents with piecemeal tracked changes saved to each updated revision. Implementing the changes in the current catalog database system is quite cumbersome, especially when one considers the multiple revisions that each unit may send; one conflicting with the next. A catalog management system will allow for transparency. It will allow all key players to see what changes have been implemented and where all of their other changes are in the process, as well.

The Coordinator of the Editorial Office currently spends well over 700 hours each year on the catalog using the current method. With the use of a catalog management software program, we hope to cut that down by 60% to about 280 hours/a year. This change may not immediately result in a reduction of effort, but one would expect that in the long run, it will result in far fewer mistakes and multiple redundancies of effort, especially once the departments get accustomed to the idea that they will be able to submit changes throughout the entire year, as soon as they are approved departmentally and administratively through their proper channels.

Currently, the part-time OPS student worker spends an average of 15-20 hours each month posting courses in our current catalog database. Since our office initiates all graduate course proposals, we find this is the best method, rather than counting on the departments to get us those types of updates in a timely manner. Since we will maintain this portion of the catalog production, and do not plan to make significant changes in this area, we do not expect as drastic a reduction here. However, due to the streamlined layout of a catalog management system’s interface, we are hoping to cut this time down to 10-12 hours each month. This implementation will take effort on not only the staff of the Editorial Office, but a great amount of effort on our Data Management Division. However, in the long run, Data Management will be virtually free of all of their current responsibilities in relation to the catalog production. With a catalog management system that allows publishing, the Data Management Division will no longer be bothered by the Editorial Office requesting constant updates to the files, etc., as now these updates will be able to be implemented directly by the Editorial staff; in turn, resulting in a significant amount of time-savings to all units involved, and certainly to the University community as a whole.

The addition of quick tickets to our Remedy reporting system would eliminate wasteful documentation and give a more accurate account, regarding the number of student and faculty interactions experienced by the Graduate Editorial Office each day and within each term. We would be able to answer standard questions in a timelier manner and with more accuracy. However, in order to implement this change, the Editorial Office needs additional allocations of time, as this will take a number of hours of programming on behalf of the Coordinator. Currently, with the number of duties currently allocated, she does not have any extra time to dedicate to this task. Increasing our presence within the Application Support Center will also
create greater value to both offices, by clearing up any inconsistencies of perception regarding the duties of each respective office and maintaining the continuity in service that the faculty, staff, and students have all come to expect.

We would like to discontinue the use of publishing student dissertations through UMI/ProQuest. This action will result in savings to our students, UF Library, UF Financial Services division, FCLA and the Graduate School. This process improvement would also allow for a quicker turn-around of documents to the students, alleviating the stress of time spent doing processes which could be generated by the system, such as sending e-mails, etc.

Further savings could be recognized through a process improvement made to the changes to the graduate student status in the EDM system. Automatic generation of email messages will provide savings for status changes made in the EDM system improving communications and reducing staff time.

Office of Graduate Minority Programs

The Graduate School’s Office of Graduate Minority Programs (OGMP) is dedicated to increasing the number of graduate students who are ethnic/cultural minorities, underrepresented in their field of study, low-income or first-generation college students. It oversees and administers more than a dozen programs designed to assist underrepresented minority students. The OGMP assists prospective underrepresented students with the application process and helps new recruits to acclimate and assimilate into the UF Graduate School. It provides graduate students with social, informational, and in many cases, financial support. The OGMP also partners with various offices and experts on campus to offer professional development workshops and programs to all graduate students.

(OGMP) consists of the Associate Dean, two Diversity Coordinators, an Executive Secretary, 3 part-time Graduate Assistants and an AC-SBE Program Assistant, who is on grant funding. The Associate Dean for Student Development and Programs is also the Director of the Office of Graduate Minority Programs (OGMP). This Associate Dean provides oversight of the Office of Graduate Minority Programs, which spearheads the university’s recruitment, retention and graduation of underrepresented minority students and the university’s student professional development for all graduate students. This includes oversight, development and cultivation of several partnerships for underrepresented minority students, integration of the Graduate School with existing programs and creation of new programs and strategies to recruit undergraduate minority students. In addition, he supervises 4 part-time faculty and 6 graduate student peer advisers during the summer BOE session.
The following list includes the programs overseen by OGMP:

**Recruitment**
- Campus Visitation Program
- Graduate Recruitment Fairs
- Recruitment through Outreach
- Graduate School Information Day
- National Name Exchange
- State of Florida Graduate Students Candidate Identification System
  *(Florida Name Exchange)*

**Student Development Programs**
- Professional Development Workshops
- Supplemental Tuition Retention Program

**Diversity Enhancement Program**
- Board of Education Summer Fellowship
- McKnight Doctoral Fellowship Program
- Florida A&M University Feeder Fellowship
- McNair Graduate Fellowship Program
- Delores Auzenne Dissertation Award
- UF/Santa Fe College Faculty Development Project

**Grants**
- NSF Bridge to the Doctorate Program
- NSF Atlantic Coast-Social, Behavioral and Economic Sciences Alliance Program

**On-Campus Partnerships**
- NSF Innovation through Institutional Integration
- NSF South East Alliance for Graduate Education and the Professoriate

**OGMP is in the process of launching several new initiatives:**

1. **HBCU-UF Masters to Ph.D. Pathways Project:** A plan to recruit Historically Black Colleges & Universities master’s students to our PhD programs through connecting them with UF mentors during their master’s studies.

2. **Summer Undergraduate Research Experience (S.U.R.E.) Program:** In partnership with Howard Hughes Medical Institute grant, we plan a one-time research program to recruit up to 40 rising seniors from minority groups for the summer program, with plans to work with academic units to recruit the successful participants to our PhD programs.

3. **Transfer the administration of the Graduate Education for Minority Program from the College of Engineering to the Graduate School to increase broader participation across the University.**

4. **Preparing Future Faculty Certificate Program**

5. **Five initiatives designed to increase the funding available to underrepresented minority PhD students:**

a. Expanding the Annual Grants and Fellowships Conference which instructs students to apply for external funding.
b. Establishing a McKnight Doctoral Fellowship Watch List to monitor, track, and support prospective and eligible PhD students at the pre-application stage.
c. Pursuing a third NSF Bridge to the Doctorate Grant.
d. Pursuing the second NSF Atlantic Coast-Social, Behavioral and Economic Sciences Alliance Program.
e. Pursuing funding for the Summer Undergraduate Research Program for 2012.

OGMP plans to enhance its recruitment efforts in the following ways:

a. Commence regular and systematic contacts with colleges and universities in Florida to recruit students.
b. Continue efforts to remain in communication with all of the Graduate Coordinators for STEM and SBE disciplines.
c. Continue to recruit, select and train current students to return to their alma maters to recruit for OGMP.
d. Continue the Campus Visitation Program where participants have the opportunity to meet faculty and staff in their academic field and to become familiar with UF. We focus on getting interested students on campus, touring the campus and facilities, meeting the departmental faculty and staff, and interacting with student groups and currently enrolled graduate students.

Our primary goals for the OGMP are:

a) increasing the racial and cultural student body of the Graduate School
b) assisting students through the graduate education process until the students graduate

Evaluation of OGMP services is conducted through several mechanisms:

a. Review of data on OGMP student recruitment, student support and graduation.
b. Review of trends of underrepresented minority populations across the institution to adjust programming efforts to best serve the university.
c. Survey of students participating in our programs to capture their assessment of our programming as well as their future needs.

OGMP plans to continue a series of McKnight Doctoral Fellows Workshops featuring McKnight graduates as speakers. OGMP will commence retention initiatives that will expand the reach of OGMP to track all URM PhD students at UF.
OGMP is planning on converting our paper-based applications to electronic applications. This will streamline our record retention processes, support our sustainability efforts, and increase the security of our records that contain student record information.

OGMP will be adding the Director of Outreach and Student Development Coordinator, funded via Provost Start-up funds and available budget. This position will:

- Direct the Graduate School’s graduate education outreach efforts within the state of Florida and the nation to enhance diversity in graduate programs at UF with specific emphasis on PhD programs.
- Prepare external grant proposals related to student development, outreach, and diversity enhancement
- Assist in the development of and oversee the coordination of graduate education and research preparation programs for undergraduate students
- Assist with the review of graduate-level program assessments

OGMP is ramping up its recruitment efforts by increasing the Campus Visitation Program from two annual sessions to five. This program brings underrepresented graduate applicants and prospective juniors to meet with faculty and staff in their academic field and become familiar with UF. The Campus Visitation Program provides a two-day visitation for prospective students planning to attend UF. OGMP provides hotel accommodations for up to two nights and reimburses participants for up to $100 of their travel expenses and the $30 UF application fee.

- Increase Campus Visitation to accommodate the HBCU-UF Masters to PhD Pathway participants.

Bring in chaperones and/or advisers for students at HBCUs for a special CVP in 2011 at a cost of $8,000.

**BUDGET CHANGES**

We will be adding the Director of Outreach and Student Development Coordinator, funded via Provost Start-up funds and available budget. This position will:

- Direct the Graduate School’s graduate education outreach efforts within the state of Florida and the nation to enhance diversity in graduate programs at UF with specific emphasis on PhD programs.
- Prepare external grant proposals related to student development, outreach, and diversity enhancement
- Assist in the development of and oversee the coordination of graduate education and research preparation programs for undergraduate students
- Assist with the review of graduate-level program assessments

The addition of a Program Assistant for Graduate Records to allow for succession planning for a retiring Program Assistant with a DROP exit date of Fall 2012. The work activities of the
graduate records unit are complex and require extensive training, typically four consecutive terms to allow for the completion of an annual cycle. Once the new person is in place, the retiring Program Assistant has a unique historical perspective that we need to capitalize upon before she retires. The Program Assistant will focus her attention on organizing and digitizing historical program files, Graduate Council minutes and commencement notebooks. The data to be captured encompass 40 years of historical data to make information readily available via an interactive database to all interested parties.

We have entered into an agreement with CNS to provide a Centralized Imaging Services for the Graduate Records Team for degree certification and student record retention. The Graduate Records Team scans all documents that lead to the decision of conferring a student’s degree. These documents were previously printed then scanned independently. The addition of scanners allows each of the Graduate Records Team members the ability to scan from their computers, eliminating the need to print the document for eventual scanning. This sustainable effort will lead to more accurate student records as well as more readable documents retained that can be used to answer University wide staff and student inquiries. The initial cost of scanners and set up fee were paid from carry-forward. Annually this service increases our Data Processing Costs by $2,138.

We are in the process of engaging Digital Architecture’s Acalog Content Management System to upgrade our graduate catalog to look like the professional publication one would expect from an institution of UF's caliber. This polished and professional presentation of our graduate catalog will allow us to recruit and attract top-notch scholars to UF's Graduate School, by showcasing the opportunities available to them in an easy-to-navigate, well-organized, professional-quality interactive resource. The Graduate Catalog will now be available on any smart phone, iPhone, Android, Blackberry, or Palm device. It provides the ability to search through courses, programs, schools/departments, or the entire catalog on your mobile device, without the need to view through a miniature HTML website. It also allows for such applications as Twitter, Facebook, etc. to work with it as well. The annual programming/maintenance for this service is approximately $15K.

Dean Frierson is visiting Historically Black Colleges & Universities to promote the Pathway Project which provides a partnership for undergraduate students in historically black colleges to be recruited to UF.

Rental fees reflect the rising costs for the increasing numbers of programs and events for the students we serve as well as the need to pay rental for meeting room use in the library and the Reitz Union and elsewhere.
Our Office of Graduate Minority Programs is ramping up its recruitment efforts by increasing the Campus Visitation Program from two annual sessions to five. This program brings underrepresented graduate applicants and prospective juniors to meet with faculty and staff in their academic field and become familiar with UF. The Campus Visitation Program provides a two-day visitation for prospective students planning to attend UF. OGMP provides hotel accommodations for up to two nights and reimburses participants for up to $100 of their travel expenses and the $30 UF application fee. Campus Visitation should increase to accommodate the HBCU-UF Masters to PhD Pathway participants and to bring in chaperones and/or advisers for students at HBCUs for a special CVP in 2011.

The current space we have is inadequate to service graduate students. With the President’s and Board of Trustee’s vision to increase graduate enrollment, there will be increased programs and student services. If UF really wishes to be known for graduate education, we need to have a space devoted to graduate education, much like Emerson Hall is a space clearly devoted to serving UF Alumni. The current space in Grinter Hall lacks appropriate square footage and campus presence. With the move towards increasing the prominent role of graduate education in the mission of the University, the current space is inadequate to serve our graduate students.

For the past two years we have had to request a $15,000 special allocation from the Provost to meet our budget for student events and programs. The concession fund is used almost exclusively for student events and programs and we simply do not have enough funds to meet our needs. We would like to eliminate the special allocation from the Provost and receive these funds in our Concession Fund.

In order to provide a planned 5 year replacement of existing computer hardware such as CPU’s, printers, scanners, and projectors in line with ITSS’s best practices we have included $23,679 in this optimal budget.

**FINANCIAL AID**

Students are selected for OGMP-administered awards and fellowships through a competitive process based on established criteria. There is some variability in the number of first-year students who receive awards. At this time we do not have the definitive number of students for all programs. The quantity of these awards is contingent upon the number of students admitted into UF Ph.D. programs and a competitive statewide process (McKnight Doctoral Fellowships), or a match of the students’ qualifications with the criteria for each award.

- McKnight Fellowship Program – in 2011/2012 this program will provide 17 new and 35 returning students with $12,000 stipend, tuition, fees and Gator Grad Care. The McKnight Doctoral Fellowship provides $445K for first through third year students’ stipends. Florida Education Fund provides $95K for fees for these students. The $968K in UF scholarship funds are provided through the Provost.
• Florida A&M University Feeder Fellowship provides $12,000 stipends tuition, fees and Gator Grad Care for 15 new and 7 returning students. The $438K in UF scholarship funds are provided through the Provost.

• McNair Graduate Fellows are provided with $12,000 stipends tuition, fees and Gator Grad Care for 9 new and 5 returning students. The $129K in UF scholarship funds are provided through the Provost.

• Santa Fe –UF Teaching Development Project participants are provided with stipends tuition, fees and Gator Grad Care for 2 new and 2 returning students. The $88K in UF scholarship funds are provided through the Provost. Supplemental Tuition Program – These tuition supplements assist students in the final three semesters of the PhD program after their other funding has ended. The $75K in UF scholarship funds are provided through the Provost.

• Board of Education Summer Program - The Graduate School has been making progress in enhancing and expanding activities to recruit and retain underrepresented students. The BOE Program now focuses more on PhD students. Academic programs are eagerly seeking to give their newly admitted students the opportunity to participate. This program supports 36 students; DSR provides payment of $55K in tuition costs, $113K in UF scholarship funds are provided through the Provost, which includes $50,000 in funds sent to UF by the Board of Education for this purpose.
MEASURES:

Graduate Degrees Awarded as a Function of Staff

The number of students receiving graduate degrees from 2000 to 2009 has increased by 58% while the number of Graduate Records staff has decreased. Figure 1a plots the growth in degrees awarded and Figure 1b illustrates the number of students each staff person has to certify each year.

![Graduate Degrees Awarded](image1a.png)

![Degrees/Staff](image1b.png)
Thesis & Dissertations Approved as a Function of Staff

Figure 2a indicates the numbers of theses and dissertations accepted each year by the Editorial Office. The numbers of documents submitted each year has increased steadily yet the staff has decreased from 3 to 2 with only modest fluctuations in size. Figure 2b indicates the number of theses and dissertations reviewed per staff person in the Editorial Office each year.

![Theses and Dissertations Approved](image)

Figure 2a

![Documents/Staff](image)

Figure 2b

Data Management is routinely requested to produce reports for campus constituents on various aspects of graduate education. Figure 3a illustrates the increase in reports requested over the past three years.
Data Management staff must manage different electronic systems in order to track the progress of graduate students and certify degrees. Figure 3b indicates the number of electronic systems per Data Management staff that this unit oversees.
In 2005 OGMP’s staff consisted of two full-time secretaries, two recruitment coordinators, and two part-time graduate assistants. Although the programs have nearly tripled, the staff has only grown by one part-time graduate assistant.

![Number of Programs Administered by OGMP](image)

Figure 4a

The number of students receiving funding through OGMP has grown from 75 to 178 as indicated in figure 4b. This includes URM and all students funding. Please note that the 2010-2011 figures only reflects the fall semester; the graph indicates that the numbers are trending to reflect a growth pattern equal to or greater than the previous year.

![Number of Students Receiving Financial Assistance through OGMP](image)
Figure 5 reflects the growth in Campus Visitation, Florida Board of Education Summer Fellowship Program, Graduate School Open House, and our Grants and Fellowship Workshops, and Professional Development Workshops.

Prior to 2007-2008 OGMP only offered professional development workshops to students funded though the office. In 2007-2008 the workshops were opened up to all graduate students. Offering the Professional Development Workshops to the general student body means tracking the increasing number of workshops presented per year, recruiting new facilitators to ensure that workshops are relevant, and tracking attendees, and paying rental fees for larger facilities. In the last two years we have added two university wide programs. The Graduate School Information Day is open to all UF Juniors and Seniors who would like to pursue a graduate degree at UF. We have also implemented the Grants and Fellowship Conference to provide students with skills and reference materials to seek external funding.
### FY 2012 Projected Annual Uses of Funds Statement

**College/Office Name:** Graduate School  
**Department Name:** Graduate School  
**DeptID (Level 4):** 1201  
**Person Completing Form:** Susan Morris  
**Phone Number:** 273-0595

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Note: Include a reasonable reserve for contingencies based on prior year history.

Scholarships Received from Provost Per GL

$116,499