



May 28, 2014

TO: THE DISTRICT BOARD OF TRUSTEES
of Valencia College

FROM: SANFORD C. SHUGART
President

RE: PRELIMINARY BUDGET AND STUDENT FEES 2014-15

A preliminary budget of \$169,986,568 (Fund 1) is presented for Board approval, including an increase in tuition and fees as described in the attached proposed fee schedule.

RECOMMENDED ACTION:

The President recommends that the Board of Trustees of Valencia College approve the preliminary budget and the tuition and fee adjustments as presented.



President

VALENCIA COLLEGE
Student Fee Rate Schedule

<u>Resident Fees By Instructional Type</u>						
Program	State Fee Schedule			Valencia	Valencia	
	Standard	Minimum	Maximum	Current	Proposed	
Associate (A&P, PSV, College Prep)						
Matriculation	\$ 71.98	\$ 64.78	\$ 82.78	\$ 78.66	\$ 82.66	
Technology (5%)	3.60	3.24	4.14	3.83	3.83	
Student Financial Aid (5%)	3.60	3.24	4.26	3.83	3.83	
Student Activities & Services (10%)	7.20	6.48	8.53	7.07	7.07	
Capital Improvement Fee (20%)	8.67	9.79	10.36	5.67	5.67	
Total Associate Program Resident Rate	\$ 95.05	\$ 87.53	\$ 110.07	\$ 99.06	\$ 103.06	
Full Time Resident Cost (30 Hrs)	\$ 2,851.41	\$ 2,625.81	\$ 3,302.10	\$ 2,971.80	\$ 3,091.80	
Career Certificate/Applied Technology Diploma						
Matriculation	\$ 69.90	\$ 66.41	\$ 73.40	\$ 70.24	\$ 73.40	
Technology (5%)	3.50	3.32	3.67	3.41	3.67	
Student Financial Aid (10%)	6.99	6.64	7.34	-	-	
Capital Improvement Fee (5%)	3.50	3.32	3.67	1.41	3.41	
Total Career/Applied Technology Resident Rate	\$ 83.89	\$ 79.69	\$ 88.08	\$ 75.06	\$ 80.48	
Contact Hour Rate	\$ 2.80	\$ 2.66	\$ 2.94	\$ 2.50	\$ 2.68	
Continuing Workforce Education	100% of total costs for programs			TBD	TBD	
Baccalaureate Degree						
			UCF	Valencia	Valencia	
Matriculation			\$ 105.07	\$ 91.79	\$ 91.79	
Technology (5%)			5.16	3.83	3.83	
Student Financial Aid (5%)			5.16	3.83	3.83	
Student Activities & Services (10%)			10.79	7.07	7.07	
Capital Improvement Fee (20%)			6.76	5.67	5.67	
Tuition Differential			44.20	-	-	
Other Student Fees			33.43	-	-	
Total Baccalaureate Resident Rate			\$ 210.57	\$ 112.19	\$ 112.19	
Full Time Resident Cost (30 Hrs)	\$ -	\$ -	\$ 6,317.10	\$ 3,365.70	\$ 3,365.70	

Non-Resident Fees By Instructional Type						
Program	State Fee Schedule				Current	Proposed
	Standard	Minimum	Maximum			
Credit (A&P, PSV, College Prep)						
Out-of State Fee	\$ 215.95	\$ 194.36	\$ 248.34	\$ 236.13	\$ 247.87	
Technology (5%)	14.40	12.96	16.56	15.34	15.34	
Student Financial Aid (5%)	14.40	12.96	16.56	15.34	15.34	
Student Activities & Services (10%)	7.20	6.48	8.28	7.07	7.07	
Capital Improvement Fee (20%)	31.17	28.24	35.54	22.68	22.68	
Total Associate Out-of-State Fees	\$ 283.12	\$ 255.00	\$ 325.27	\$ 296.56	\$ 308.30	
Add Resident Fee	71.98	64.78	82.78	78.66	82.66	
Total Associate Non-Resident Rate	\$ 355.10	\$ 319.78	\$ 408.05	\$ 375.22	\$ 390.96	
Full Time Out-of-State Cost (30 Hrs)	\$ 10,652.94	\$ 9,593.46	\$ 12,241.50	\$ 11,256.60	\$ 11,728.80	
Career Certificate/Applied Technology Diploma						
Out-of State Fee	\$ 209.70	\$ 199.22	\$ 220.19	\$ 210.69	\$ 220.19	
Technology (5%)	13.98	13.28	14.68	13.65	14.68	
Student Financial Aid (10%)	27.96	26.56	29.36	-	-	
Capital Improvement Fee (5%)	13.98	13.28	14.68	5.65	7.07	
Total Career/Applied Technology Out-of-State Fees	\$ 265.62	\$ 252.34	\$ 278.91	\$ 229.99	\$ 241.94	
Add Resident Fees	69.90	66.41	73.40	70.24	73.40	
Total Career/Applied Technology Non-Resident Rate	\$ 335.52	\$ 318.75	\$ 352.31	\$ 300.23	\$ 315.34	
Contact Hour Rate	\$ 11.18	\$ 10.63	\$ 11.74	\$ 10.01	\$ 10.51	
Continuing Workforce Education	100% of total costs for programs			TBD	TBD	
Baccalaureate Degree						
			UCF	Valencia	Valencia	
Matriculation			\$ 511.06	\$ 275.37	\$ 275.37	
Technology (5%)			5.16	15.34	15.34	
Student Financial Aid (5%)			30.71	15.34	15.34	
Student Activities & Services (10%)			10.79	7.07	7.07	
Capital Improvement Fee (20%)			6.76	22.68	22.68	
Tuition Differential			44.20	-	-	
Other Student Fees			33.43	-	-	
Total Baccalaureate Out-of-State Fees			\$ 642.11	\$ 335.80	\$ 335.80	
Add Resident Fees			105.07	91.79	91.79	
Total Baccalaureate Non-Resident Rate			747.18	427.59	427.59	
Full Time Resident Cost (30 Hrs)	\$ -	\$ -	\$ 19,263.30	\$ 10,074.00	\$ 10,074.00	

Impact of Increasing Tuition

Every \$1 in tuition yields \$950,000

Every \$1 in tuition costs:

\$3/course (from \$297.18 to \$300.18)

\$8/semester for average student

\$12/semester for FT student

\$3 tuition increase

\$9/course (from \$297.18 to \$306.18)

\$24/semester for average student (\$792.48 to \$816.48/\$1632.96 yr)

\$36/semester for FT student (\$1,188.72 to \$1,224.72/\$2443.44 yr)

\$4 tuition increase

\$12/course (\$297.18 to \$309.18)

\$32/semester for average student (\$792.48 to \$824.48/\$1648.96 yr)

\$48/FT student (\$1,188.72 to \$1,236.72/\$2473.44 yr)

\$6 tuition increase

\$18/course (\$297.18 to \$315.18)

\$48/semester for average student (\$792.48 to \$840.48/\$1680.96 yr)

\$72/semester FT student (\$1188.72 to \$1260.72/\$2521.44 yr)

Keith Houck

From: Keith Houck
Sent: Saturday, May 24, 2014 2:02 PM
To: mgrulich@experiencekissimmee.com; oliver@gaolaw.com; fern-perez@hotmail.com; bacducks@gmail.com; daisylcid@gmail.com; lboyce@orlandomagic.com; ghstarnews@aol.com; jcrossman@crossmanco.com; raymer@maguire-eminentdomain.com
Cc: Sandy Shugart
Subject: Board Briefing

Members of the Board of Trustees:

As we have discussed the various budget scenarios over the past two weeks, several of you have asked us to summarize the rationale and mitigating factors for proposing a modest increase in tuition. The points are summarized below.

Also, we want to remind you that even with a \$4 tuition increase Valencia will continue to charge the lowest tuition and fees among the 6 colleges in central Florida.

Rationale for Tuition Increase

1. Holding the tuition level for a fourth year would significantly compromise the financial health of the college and the quality of programs offered.
2. The legislature failed to fund the Governor's budget resulting in very poor funding to the Florida College System. (Governor's budget included \$ 80 million, half new formula funds and half reallocated performance funds; legislature appropriated \$31 million)
3. The distribution of this reduced level of funding was altered at the last minute to benefit a few institutions at the expense of others, including Valencia. Some colleges received large increases in funding (Hillsborough 10%; Chipola 17%)
4. Valencia's total increase in funding was \$978,000 or 0.59% of our operating budget. After the basic expenses (property and casualty insurance, health insurance, FRS contribution), funding from all revenue sources amounts to a reduction of available funds by \$640,816.
5. Valencia, arguably the highest performing college in the system, receives significantly less funding per full-time student than 26 other colleges in the system. This inequity in funding, though recognized by the system, has persisted for more than a decade without resolution.
6. Valencia is the fourth least expensive college of any kind in Florida. We have held the line on tuition for three years. In addition, the college has refused to charge many of the fees that are routinely charged by other colleges in the system (parking fees, access fees, student id fees, etc.) The formula for funding allocation does not reward - in fact it punishes - colleges that strive to keep tuition as low as possible.

7. To reduce the total cost of college to our students, Valencia provided a 20% reduction in textbook prices for consecutive years to students who bought them early. This is the equivalent of more than an average \$1 per credit hour savings to our students in addition to being the low cost provider.

8. The proposed tuition increase of \$ 4 per credit hour applies to A&P students, there is no increase to vocational and baccalaureate students. The increase amounts to \$ 32 per semester (\$ 2 per week) for the average student. Total tuition and fees for a full-time student will remain below \$2,500 per year.

9. Valencia is offering new students free tuition for their first course this summer, a strategy to increase the college-going rate in both Osceola and Orange Counties.

Preliminary Budget Fiscal Year 2014-2015

Budget Revenues for FY 13-14:	\$ 164,900,000
Bookstore Transfer	\$ (1,000,000)
Projected Actual Tuition	\$ (1,000,000)
Dual Enrollment	\$ 1,800,000
Projected State Increase	\$ 920,852
Tuition increase	\$ 3,800,000
Transfer from Quasi Endowment for QEP	<u>\$ 565,716</u>
 Revenue for FY14-15	 \$ 169,986,568
 Budgeted Expenses for FY 13-14:	 \$ 164,900,000
K-12 Advisory Support	\$ 840,000
Increase in P&C Insurance	\$ 280,000
Increase in Health Insurance	\$ 1,000,000
Increase in FRS contributions	\$ 338,921
Step Increase for all employees	\$ 1,864,000
Faculty - Cost of Living Adjustment	\$ 400,000
QEP - New Funding	\$ 565,716
Reclassification Plans	\$ 255,000 (1)
Reduction Adjunct Expenses	\$ (1,250,000)
Increase Lapse to 2.5% of Payroll and Benefits	\$ (1,800,000)
Additions made in this year	\$ 800,000 (2)
New Faculty/Staff positions	\$ 428,000 (3)
Additional Faculty/Staff positions	\$ 1,207,052 (4)
Reductions in Utilities, Current expenses	\$ (700,000)
Supply/Equipment expenses	<u>\$ 857,879 (5)</u>
 Expense for FY14-15	 \$ 169,986,568

(1) Reclassifications- College wide plan for Instructional Assistant/Srs/Coordinators.

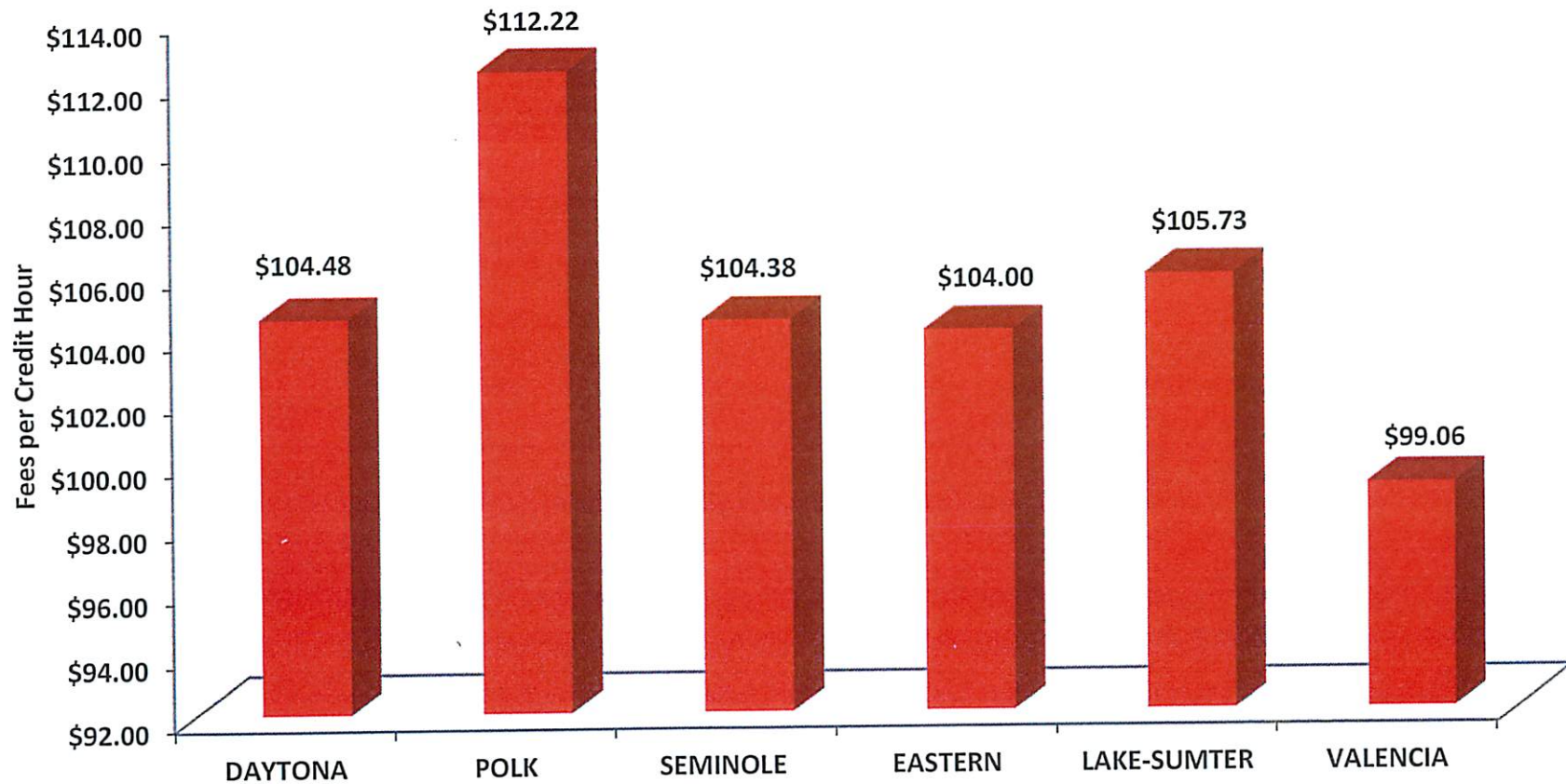
(2) FY1314 Additions - 1 Senior Administrator; 3 Professional (Human Resources, Risk Management, Strategic Planning), 1 Career Staff (Instructional Assistants), reallocation of lab personnel, membership/license/insurance Increase, grant commitments, and District Office HOA dues.

(3) Personnel: 4 Faculty and a Senior Fellowship positions currently in the hiring process

(4) Personnel: 18 Student Services (Academic/Enrollment Advisors, Financial Aid Specialist, Assessment Coordinator, Grant positions for Title III and LSAMP); 13 Learning Support (Night Academic Deans, Administrative/Technical Support, Instructional Assistant Senior, and Lab Managers) 4 others (Contract Manager, Network Support, Grant Writer) and additional reclassifications/addition of Writing Centers

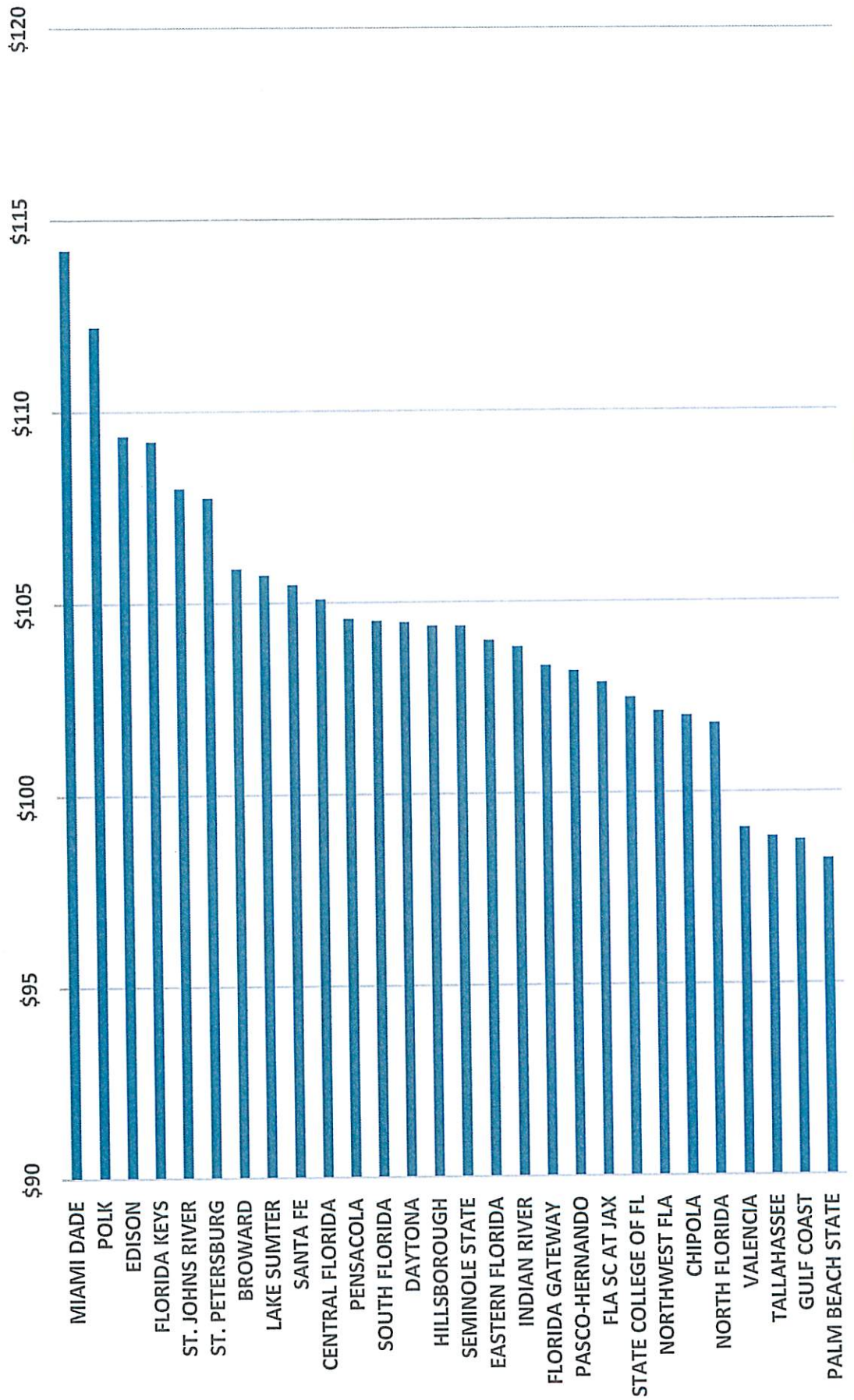
(5) Supply/Equipment Expenses; \$640,000 IT Infrastructure (Online Tutoring, Licenses, Database Server), \$271,000 Administrative (Compliance and Training) and \$5,746 Academic Instructional supplies

Comparison of Resident Student Fees per Credit Hour Fall Term 2013-14

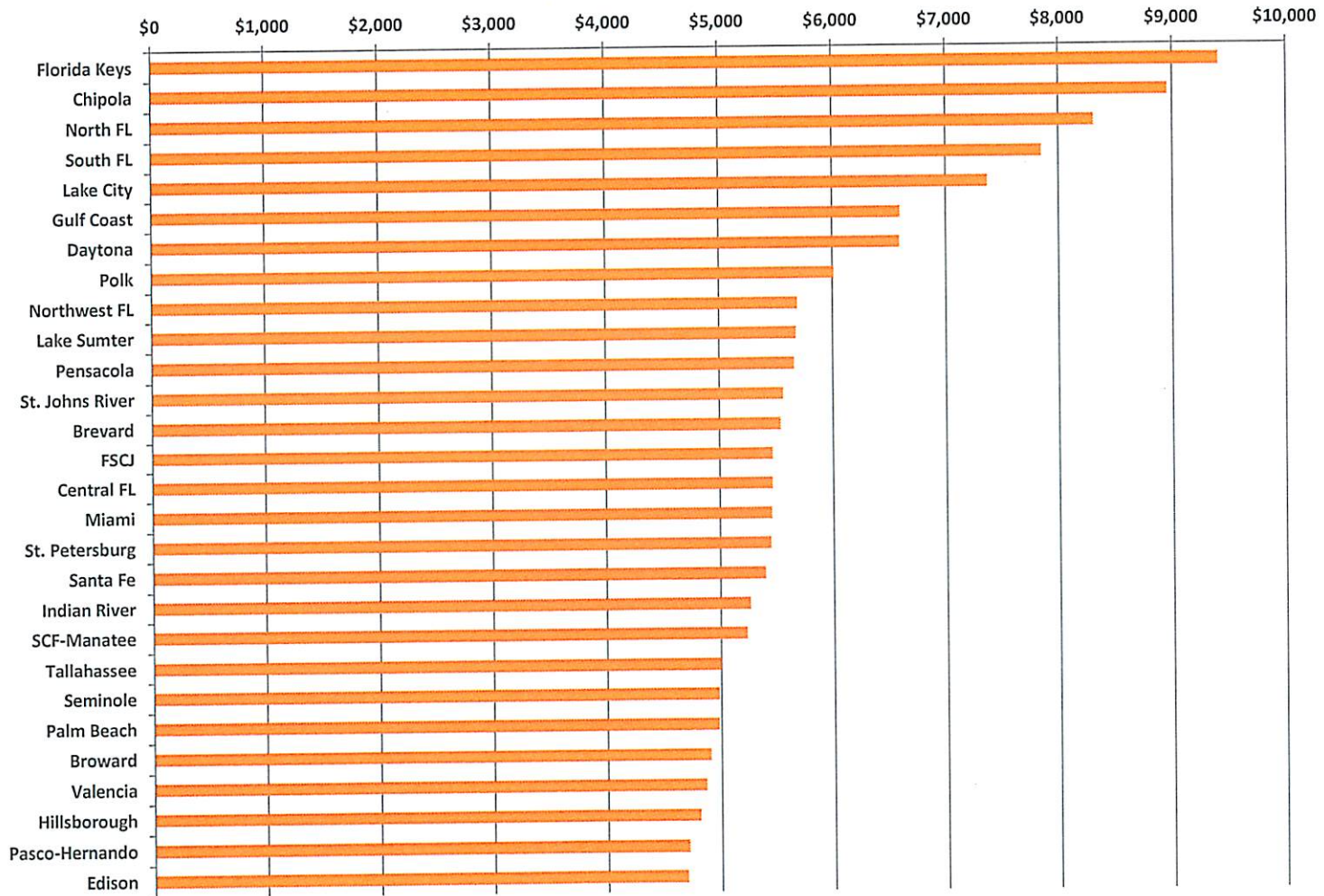


NOTE: Polk State College adds a \$1 Student Services Fee
Seminole State College adds \$1.60 for parking and a 30¢ ID card fee

Florida College System Tuition Fall 2013 with Additional Fees



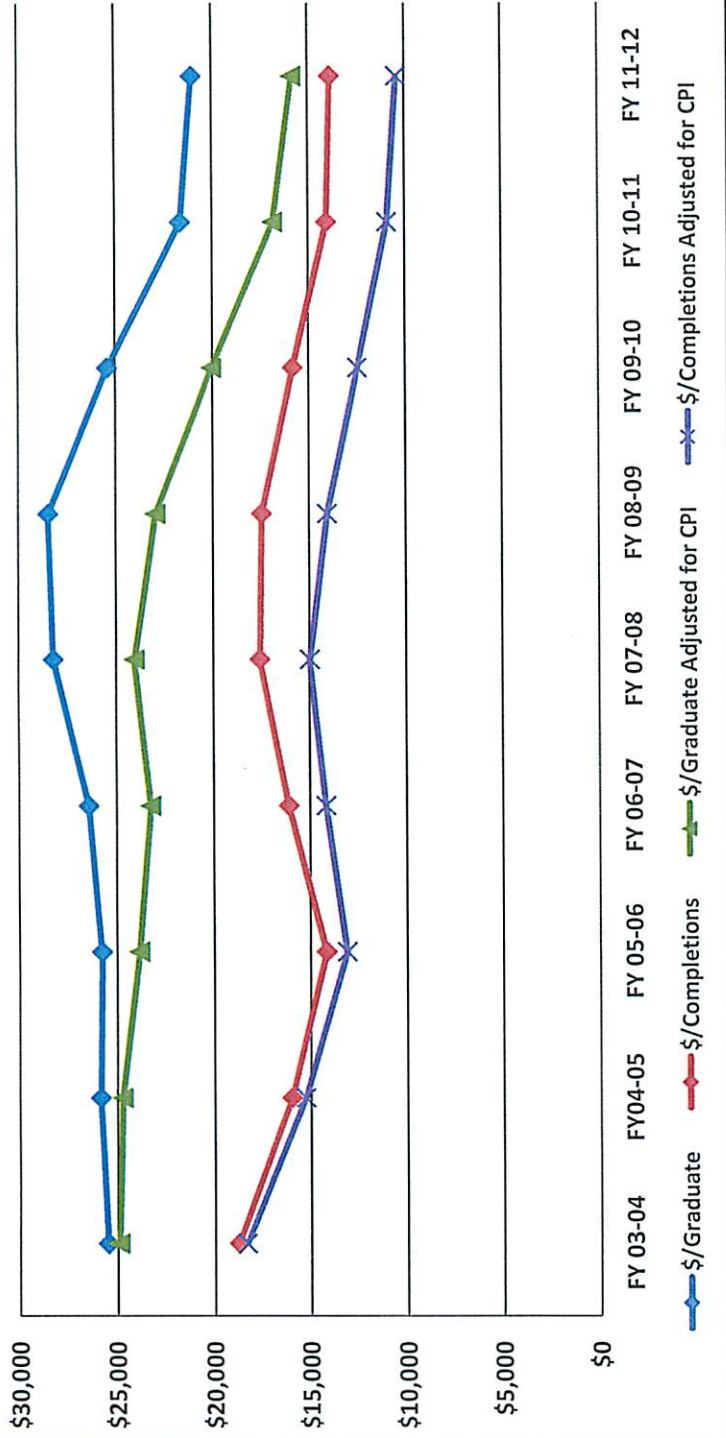
Total Funding per FTE for Fiscal Year 2012-13



Statewide Costs per Completion 2011-12



Valencia Costs per Graduate and Completion



Keith Houck

From: Sandy Shugart
Sent: Friday, May 09, 2014 9:11 AM
To: Keith Houck
Subject: FW: Tuition Increase

Let's discuss.

From: Lewis Oliver <oliver@gaolaw.com>
Date: Thursday, May 8, 2014 10:15 PM
To: Sanford Shugart <sshugart@valenciacollege.edu>
Subject: Tuition Increase

Sandy:

Thank you to you and Keith for visiting me in my office on Monday to discuss your recommendations for a tuition increase. Good news first: I think you have made your case for at least SOME tuition increase. The combination of unexpectedly poor legislative funding, several years of tuition freezes, a faculty that has already been more than commendably patient, and the uptick in the market price for qualified teaching staff, together constitute a reasonable case for an increase. The last 2 reasons are the most compelling to me since the faculty are at the core of Valencia's achievement.

I also wish to enthusiastically commend you and your staff and the faculty for doing not just a good job, but a SUPERB job of managing and performing in a very difficult climate. Your and their work has been nothing short of exceptional, and frankly even unprecedented.

Consequently, I want to be SURE that we have sufficient funds to properly compensate our faculty and at least partially make up for some lack of pay adjustments that may have occurred in the last few years, and that we can also compete for the best hires. There is no way we should ask any of them to further defer compensation or forego earned and/or contractual and/or market raises. But at the same time, I do also want to continue the college's stellar leadership in exceptional value and financial stewardship.

While it sometimes feels like these tuition sacrifices are underappreciated and don't matter, especially when we look at what our peers are doing, the leadership provided by you and the college serves as an extremely valuable role model for our students, our staff, our community and other colleges. The pressure we place on sound management practices both internally and externally returns dividends to every resident and taxpayer of our state and inspires confidence in the system. You underestimate our valuable as a role model, and if anything you fail to trumpet this achievement more often in our community. I am almost as proud of your extraordinary budgetary discipline as I am of your unprecedented educational achievements. Furthermore, while a couple of bucks a class is admittedly not a lot of money, I hear ALL THE TIME that students understand and appreciate the difference. The idea that a public institution CAN raise a fee with what amounts to impunity, but tries very hard NOT to, and in fact does not, really does resonate.

One of the challenges of the of modern states that provide a range of services to citizens is that as the scope of government-provided services increases, so too do the inherent inefficiencies of anything done by the public sector. There are simply not as many incentives to economize as there are in the private sector. As a pretty hard rule, no one is ever as careful with someone else's money as they are with their own. On balance, every service absorbed by the state or public institution incurs an extra premium to taxpayers: both the cost of the service itself as well as the "inefficiency tax" from less efficient delivery of the service. Valencia is markedly better in this respect than our peers, but that just means the peers need the lessons even more desperately, and even we are not perfect.

The bottom line is this: I would like to suggest that you prepare a proposal for a 1.99% tuition increase budget that provides ALL of the funding requested/suggested for existing staff pay contained in your 4% scenario, and ALL that is necessary to compensate essential new hires at competitive market rates, and MOST (or perhaps all) of the "additional" staff requested by making the 3 (or 2) adjustments detailed below:

1. First, there was a million dollar hit on insurance which seems like a one-off hit rather than an ongoing expense, and I think that is an appropriate item to at least partly absorb from contingency/reserve (in the form of lowering that reserve). If it happens again, then we can adjust accordingly, but I feel comfortable not planning on that being an ongoing expense and just allowing our reserve to slip a little (but still comfortably above the state mandated minimum). This can save anywhere from \$500k-1m depending on whether you take the whole hit or a half hit from reserve.
2. Second, drop the supply/equipment to \$356,000 as set forth in the 3% scenario (saves \$600k) - it's not NICE to defer this but it CAN be deferred. Further, I think a more friendly legislature can make this up in one-time approps in the next 2 sessions.
3. Depending on whether you shift half or all of the one-time insurance hit to contingency/reserve, this line item can either be cut from \$1.2m to \$700k (if we only shift \$500k of insurance to reserve hit) or else fully funded (if we shift the whole \$1m insurance item to reserve hit). I also want to point out that any additional staff hired should EFFECTIVELY cost at least a little bit less "net" than you have shown because the resulting increase in class capacity should at least theoretically also result in at least SOME additional revenue.

Everything else is consistent with your Scenario 3. This saves the \$1.6m needed to make up the difference between 4% and 1.99%. This scenario reduces the capital expenses you propose by a lot, and results in a drop in our reserve, but it 100% funds all your personnel/human capital requests. I also think the new leadership in the legislature offers decent opportunities for the next 2 sessions where we can make up some of our shortfall on state funding, so I think we are partly justified in optimism that we will get "justice" from the legislature over the next 2 years.

Finally, I would also like to add 3 "conditions" or caveats to the increase:

1. Please quantify for our students the reduction in textbook costs from last year so that can be factored into the "total cost" of education calculus. Optimally, I would like to demonstrate that the savings on books represents a reduction of 50 cents or a dollar or even more, so that the "net" increased cost of the college experience is below 1.5% (even as low as 1%?) with that factored in. It will be an easier case to make to our students.
2. I would like to see SOME money dedicated to accelerating the college's presence in Poinciana. Possibly we can rent space or use high schools or whatever, so that we at least get some college classes in that community as soon as humanly possible (certainly sooner than the completion of a new dedicated campus). Hopefully as soon as spring 2015. Even just a few courses. Maybe with just a small guidance or admin or info office (perhaps a small cohort of the "additional staff line item). Every kid we get to just START college - even with just one course - right after high school is a significant step in the educational persistence world. Maybe we can say "just try one course right in your own backyard - just give us a try." and then push the hell out of it. I'm afraid that once the continuity is lost, a large % of that cohort of HS graduates is lost to higher ed for good.
3. I commend the increase in international students on every level. You get it and your work is terrific. However, I would like to see that accelerated even more. I think we have a truly UNIQUE appeal to the international sector because of Disney, the airport, our location, our price point and our reputation. Every full time (30 hrs a yr) out of state student yields a direct profit to the college of over \$7200/yr. A hundred such students is \$720,000. A Thousand is \$7.2 million. 4 thousand would begin to approach \$30m/yr. Your ramp-up on this has been terrific. Please consider a residential component to drastically increase those numbers. Use the dirt on west campus to construct student housing oriented toward foreign students, perhaps with a local scholarship student in residence as "advisor" in the same

apartment. Let developers joint venture the deal at zero out of pocket to the college. We can make a profit on the rent per student at well, and perhaps on other services. Properly designed apartments can also appeal to the general rental market if we ever decide to change strategy.

Please forward this to the other board members along with my apologies for missing the May meeting. I expect this to be a public record. They already know not to respond to me personally but a reminder couldn't hurt.

It is an extraordinary privilege being associated with this school. I want to underscore that, in the big big picture

Thank you for your extraordinary work.

Lewis M. Oliver III, Esq. ("Lew")

Florida Bar Member # 0462284

Member of the Florida Bar Since 1985

Quiñones & Oliver, P.L.

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Kissimmee, FL 34741

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Subject: RE: Valencia Budget/Tuition Increase

Date: Friday, May 23, 2014 4:23:36 PM Eastern Daylight Time

From: Lew Oliver

To: Sandy Shugart

I am confident you will do your best to try. That is all I can ask for. I do think it is fair this once to count on a rescue from the legislature in the next 2 sessions and therefore taking down the reserve is not AS bad as it would otherwise be. also , you budget did not account for at least SOME additional revenue resulting from new hires, as we all agree would be the case, so that will help a bit as well. Further, if enrollment is soft anyway, then you could probably throttle back the best case new hires somewhat without doing great damage, still fully funding present faculty and new specialists at market rates.

I know we are already low, but it matters far beyond us.

Thanks for trying!

have a great holiday weekend!

Lew

Lewis M. Oliver III, Esq. ("Lew")

Florida Bar Member # 0462284

Member of the Florida Bar Since 1985

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From: Sandy Shugart [mailto:sshugart@valenciacollege.edu]

Sent: Friday, May 23, 2014 8:01 AM

To: Lew Oliver

Cc: Keith Houck

Subject: Re: Valencia Budget/Tuition Increase

Lew:

Of course we are planning to share the memo as a part of the board deliberation on the budget and tuition matters, both with the board and the public. I appreciate your confidence in us and your support for funding compensation, especially for the faculty. I'm still trying to work the numbers and am not yet comfortable, but am trying to sharpen the pencil. Here's our challenge – first the numbers are getting worse, not better. Earlier in the week, we received word that we are expected to contribute and additional \$300,000 to the Florida Retirement System as a result of some technical changes they have made in the rates. This, of course, was not budgeted. Second, I can't get comfortable with covering the entire health insurance issue from non-recurring funds. Perhaps I didn't communicate clearly on this – we have two challenges in health insurance. First is some unusual expenses to the risk pool. These we are proposing to cover from non-recurring funds to the tune of nearly \$2.5 million. Second are ordinary increases – we had lower than expected increases on the past two years, but this year the rate increase is expected to be 10% or \$1 million. If we cover this from non-recurring funds, we start next year with a \$ 1 million recurring hole to fill.

We're all working the budget over the weekend and perhaps will find a solution, but I can't promise you that I can recommend in my role a 1.99% increase unless I can balance the budget on that figure.

One more note, even with the \$4 per credit hour increase in tuition, we will be less expensive than any college in our region – less than Seminole, Lake, EFSC, etc. In fact, we will remain the third least expensive college or university in any sector, of any kind in all of Florida.

Thanks for your thoughtful input, Lew.

Sandy

From: Lewis Oliver <oliver@gaolaw.com>
Date: Thursday, May 22, 2014 11:13 PM
To: Sanford Shugart <sshugart@valenciacollege.edu>
Cc: Bill Mullowney <BMullowney@valenciacollege.edu>
Subject: Valencia Budget/Tuition Increase

Sandy I heard back from Bill Mullowney that you had received my memo and though my numbers were off a bit, so I went back and looked and you are right. I think I believed a single % point tuition hike was worth about \$800k and when I redid the numbers it looked like it is actually \$950k, so that to get 2% worth of difference, I needed to get to \$1.9m rather than \$1.6m. That's my bad. My general point remains the same - I would still like to cap this thing at 1.99% before the savings on books (which should be generally publicized heavily regardless) and I am indifferent as to where the additional \$300K comes from to accomplish that. Perhaps the new hires can be \$907k rather than the \$1,207K in the 4% scenario?

Although the board may hypothetically provide direction on any specific numbers in specific line items, I do not desire to do that in that level of detail. My suggestions on what to keep and what to cut were intended merely as SUGGESTIONS. However, the direction I wish to follow as instruction is the 1.99% increase as the bottom line; how you mix up the numbers is something I would defer to you on to use your best judgment. You and staff have already demonstrated time and again your extreme competence in managing your numbers within parameters handed to you by the board and/or legislature and/or enrollment in the past, and you have all earned the right several times over not to be micromanaged to that level of detail. I trust you absolutely to allocate the resources available to best perform your mission as you have already done.

However I do want to especially STRONGLY emphasize the suggestion that existing staff should get the raises proposed in your 4% solution. The faculty are at the core of your achievements and as a policy matter I think they have sacrificed enough, and now deserve this. THAT is the primary reason I am breaking with my 3-

year hold on tuition, so I hope that is what you do.

Once again, I would ask that this memo be published for the public and to the rest of the board.

Thank you.

Lew

Lewis M. Oliver III, Esq. ("Lew")

Florida Bar Member # 0462284
Member of the Florida Bar Since 1985

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Kissimmee, FL 34741

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**DIVISION OF FLORIDA COLLEGES
STUDENT FEES FOR FALL 2013-2014
CREDIT PROGRAMS: A & P, PSV, DEVELOPMENTAL EDUCATION AND EPI PROGRAMS**

**RESIDENT STUDENTS
FEE PER CREDIT HOUR**

College	Tuition	Student Financial Aid Fee	Student Activity Fee	Capital Improvement Fee	Technology Fee	Additional Fees	DESCRIPTION	TOTAL
MIAMI DADE	82.78	4.14	8.28	11.88	4.14	3.00	Access & Parking	114.22
POLK	82.78	4.14	8.28	11.88	4.14	1.00	Student Services fee	112.22
EDISON	81.21	4.07	8.13	9.88	4.07	2.00		109.36
FLORIDA KEYS	82.78	4.14	8.28	9.88	4.14			109.22
ST. JOHNS RIVER	78.84	3.51	7.88	11.83	3.94	2.00	Access fee	108.00
ST. PETERSBURG	80.94	4.04	7.63	11.10	4.04			107.75
BROWARD	75.40	3.75	7.50	11.50	3.75	4.00	Parking & Transp.	105.90
LAKE SUMTER	81.20	5.03	7.56	7.88	4.06			105.73
SANTA FE	76.65	3.83	7.50	9.66	3.83	4.00	Access/Transp. fees	105.47
CENTRAL FLORIDA	79.60	3.98	7.96	9.58	3.98			105.10
PENSACOLA	79.20	3.96	7.92	9.54	3.96			104.58
SOUTH FLORIDA	79.18	5.54	7.92	7.92	3.96			104.52
DAYTONA	80.84	3.94	7.88	7.88	3.94			104.48
HILLSBOROUGH	80.45	4.03	7.23	8.23	3.91	0.54	Access fee	104.39
SEMINOLE STATE	79.78	3.00	7.88	7.88	3.94	1.90	Parking & ID fees	104.38
EASTERN FLORIDA	78.84	3.46	7.88	9.88	3.94		\$10 internet, \$20 parking	104.00
INDIAN RIVER	81.21	4.06	5.00	9.50	4.06			103.83
FLORIDA GATEWAY	78.94	5.53	6.25	7.89	3.71	1.00	Access fee	103.32
PASCO-HERNANDO	76.57	3.83	7.66	11.29	3.83			103.18
FLA SC AT JAX	82.78	4.14	4.15	7.67	4.14			102.88
STATE COLLEGE OF FL	78.84	3.94	7.88	7.88	3.94			102.48
NORTHWEST FLA	77.10	3.86	5.78	11.52	3.86			102.12
CHIPOLA	78.84	5.50	6.00	8.00	3.66			102.00
NORTH FLORIDA	76.00	5.30	6.50	8.20	3.80	2.00	Access fee	101.80
VALENCIA	78.66	3.83	7.07	5.67	3.83			99.06
TALLAHASSEE	76.80	3.84	5.35	9.00	3.84			98.83
GULF COAST	72.92	3.65	7.29	7.29	3.65	3.95	Parking & ID	98.75
PALM BEACH STATE	76.92	3.84	5.72	8.62	3.15			98.25
SYSTEM AVERAGE	\$79.14	\$4.14	\$7.16	\$9.25	\$3.90			\$104.49