

MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
STRATEGIC PLANNING COMMITTEE
LIVE OAK CENTER, FERRELL COMMONS
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
AUGUST 26, 2011

Mr. Martin convened the meeting of the Strategic Planning Committee of the Board of Governors at 10:10 a.m., in the Live Oak Center, Ferrell Commons, University of Central Florida, Orlando, August 26, 2011, with the following members present: John Rood, Vice Chair; Dean Colson; Pat Frost; Mori Hosseini; Tico Perez; and Dr. Rick Yost. Other Board members present were Ava Parker and Michael Long. Ann Duncan participated by telephone.

Mr. Martin thanked the members of the Committee for their attendance. He said the Committee was engaged in important work laying the groundwork for what the System would look like. He said the Committee was looking at population trends and at economic trends to see what programs would be relevant in future years. He said the System also needed to be flexible to adjust to new and emerging opportunities.

1. Approval of Minutes of the Meetings of the Strategic Planning Committee held June 6, 2011, and June 23, 2011

Mr. Colson moved that the Committee approve the Minutes of the Meetings of the Strategic Planning Committee held June 6, 2011, and June 23, 2011, as presented. Dr. Yost seconded the motion, and members of the Committee concurred.

2. Organizing the State University System for Success: Update on August 22, 2011. Meeting of the SUS Workgroup on Proposed Board Regulations 8.002, 8.004, and 8.009

Mr. Martin said that at the June meeting, the Strategic Planning Committee had recommended that Board Regulations 8.002, 8.004, and 8.009 be noticed, and the Board had concurred. Chair Parker had created a Workgroup to discuss outstanding issues. He said the Workgroup included three Board members, Mr. Martin, Mr. Beard and Mr. Rood; and four university representatives, President Saunders, Provost Glover, Provost Stokes and Provost Hughes-Harris. Mr. Rood had resigned from the group because of scheduling conflicts, and Mr. Perez had been named in his place. He said the intent had been for recommendations to come back to the Committee in September, when they would be re-noticed, if necessary. He reported that the Workgroup had had a lengthy meeting earlier in the week and had discussed outstanding issues in detail. He said

staff had been directed to craft the edits to reflect the intent of the Workgroup. He said the revised regulations had been distributed to members of the Committee.

Dr. McKee reviewed the edit to Board Regulation 8.002, Continuing Education, that continuing education credit courses shall not “supplant existing university offerings funded by state appropriations” language which had been used in the market rate regulation. She said that Board Regulation 8.004, Academic Program Coordination, had been amended to delete the proposed economic regions of the state. She explained that the regulation now included a process for universities when they planned to provide programs away from an already established campus. She indicated that Board staff would work with UF, FAMU, and the other institutions to develop a list of agriculture and agricultural-related programs that would expedite the Chancellor’s review of their letters of intent to expand such program offerings away from an existing campus. She commented that certain programs, such as externships and internships, did not constitute “substantial physical presence.”

Mr. Martin said the regulations reflected the intent of the Workgroup’s discussions. Mr. Perez thanked everyone for their work. Mr. Hosseini inquired of Dr. Glover about the effect of the regulations on Mr. Allen Lastinger’s programs. Dr. Glover said the regulations would have no impact on current programs or on the research and outreach efforts, but would apply if new programs were implemented.

Dr. McKee explained that Regulation 8.009, Educational Sites, had been amended to remove the word “branch” from the description of a campus, and retained the Type I, II and III definitions. She said these definitions were for classification purposes in the submission of data, and would not interfere with the use of local terminology. She explained the changes to Paragraph (1)(c) did not include county extension offices, but addressed special purpose centers that reflected a relatively permanent commitment by a university. She said the regulation also described the process for a university proposing to offer lower-level courses at a site other than the main campus. Dr. McKee explained other technical changes.

Mr. Martin inquired whether the terminology of the regulations was consistent with SACS terminology. Dr. McKee said the terminology was not in conflict with SACS.

Mr. Perez moved that the Board approve proposed Regulations 8.002, 8.004, and 8.009, as recommended by the Workgroup. Mr. Hosseini seconded the motion.

Dr. Glover said the University of Florida had been upset with the proposed regional economic zones and was pleased that these had been removed from the regulation. He said he agreed that it was appropriate for the Board to review new programs. Dr. Glover noted that Regulation 8.004 addressed credit-bearing degrees,

not research, extension or outreach. Chancellor Brogan said there was no intent to review past actions, but these regulations were for the SUS moving forward.

Members of the Committee concurred in the motion to approve the regulations, as presented.

Mr. Martin noted that the Committee in June had asked for guidance if the amendments recommended by the Workgroup were extensive and should be re-noticed. Ms. Shirley said that the revisions to Regulation 8.004, Academic Program Coordination, and Regulation 8.009, Educational Sites, were quite extensive. She advised the Committee that these should be on the Board's September agenda for re-notice. She said the revisions to Regulation 8.002, Continuing Education, were technical and that this Regulation could be on the September agenda for final action.

Chancellor Brogan thanked Mr. Martin and the Workgroup for their work on these regulations.

3. The Board of Governors' Strategic Plan for the State University System of Florida: 2012-2025

Mr. Martin said the Committee would be addressing Vision and Goals as well as immediate and longer-term strategic actions. He said he hoped the Committee would have an outline of the Plan by November.

Dr. Minear said the three main themes for the 2025 Plan were Preeminence, Competitiveness, and Strategic Priorities. She said the Board had discussed achieving excellence and reputation, productivity in having more adults with a higher level of educational attainment and a strategic emphasis on increasing the number of degrees awarded in the STEM disciplines and other areas of strategic emphasis. She said that page 30 of the agenda materials outlined the goals for the System and provided a framework for the Plan.

Mr. Martin said the Committee needed to discuss a Mission statement, a Vision statement and Guiding Principles. He asked Dr. Minear to project the Mission statement on the screen and asked members to comment. Dr. Yost suggested adjusting the last sentence to show that the University System was about more than moving the economy. Mr. Hosseini said the Board of Governors should be about best practices and improving students' lives. He said the Board should serve as the best resource for the universities. Mrs. Frost said the Mission statement needed only the first sentence. Ms. Parker commented that it was the Board's job to coordinate the system of public institutions and avoid duplication of efforts. She said the Board was the advocate for the System. Mr. Rood said the Mission statement should focus on providing quality education to Florida residents. Chancellor Brogan said the staff would develop revised language, based on the comments.

Dr. Minear said staff had prepared two different Vision statements, one with a 2025 goal, and one with a goal of universities reaching certain national ranking recognitions. Mr. Colson commented that with the access and quality issue, there was also a quantity issue. He said the Board should work with the Florida College System in achieving more degreed Floridians.

Mrs. Frost said it was difficult for a university to achieve the top rankings. She said she would prefer to look at specific programs in the universities and get them to "great." Mr. Hosseini said he was interested in top rankings for economic development purposes. He said companies thinking about relocating to Florida did look at the quality of education in a state. He said Florida should have at least one university in the top-10 ranking. Ms. Parker said she was not sure the Board agreed with the importance of getting one university into the top-10 ranking.

Mr. Hosseini commented that UCF had agreements with four area state colleges to help the transition of their students into UCF. He said if all the universities assisted the state colleges in getting students prepared for university work, this would be a cost savings to the SUS.

Mr. Perez said he was concerned about aiming one university for top-10 ranking. He said the vision should be focused on leading indicators for success. He said the state colleges should be within the Board's scope in order to have some control over state resources and the issuance of four-year degrees. He said that if this Board could not control the four-year schools, it could not control costs.

Mr. Martin expressed concern that the Board was developing this framework in a vacuum. He inquired whether the work of the HECC was feeding into what this Board was doing. Chancellor Brogan said these were the conversations that were beginning to occur with the HECC. He said that aligning the two systems was not the best process. He said systemic changes were needed, rather than a review of practices and policies. He said the Board was reviewing the university work plans and their priorities, but the Board did not act on these work plans. He said that for the past ten years, the universities had developed programs on their own. He said the Board now needed to determine how the institutions would address the needs of the state and provide the direction for the State University System.

Mr. Colson said the Board should set targets for the university presidents. He said they needed aspirational goals. He said he would also be interested in universities presenting information about the ways in which specific programs could elevate the universities' standing. Dr. Yost commented that there should be certain standard goals for all the universities. Chancellor Brogan said that each university in its work plan could demonstrate its distinctions and the Board would ensure that each university would have plans which aligned with the mission for the state.

Mr. Martin reviewed the Guiding Principles which had previously been discussed at the June meeting. He said these should include mention of the Board's advocacy role.

Dr. Minear reviewed the 2025 Goals for the System and the metrics by which to measure progress on the goals.

She inquired whether the Committee was comfortable with the direction of the document. She commented that it was not a full plan, but a vision and goals document. She reviewed the key components of the Strategic Plan document and said this should be completed by November.

Mr. Perez remarked that there should be a section about the role of this Board and the Board's goal of leadership by one organization dealing with all four-year degrees in the state. Mrs. Frost and Mr. Hosseini concurred. Mr. Martin agreed that this Board should be more active in coordinating four-year degree offerings. He said there should be some mechanism in place to guide two-year schools moving to award four-year degrees. Dr. Yost agreed that there should be a bigger picture in place for four-year education in Florida. Chancellor Brogan said there should be a logistical structure for the whole System. Mr. Hosseini asked that the Chancellor give a progress report on the HECC recommendations at a Board meeting sometime this fall. Mr. Perez said it was important to make some statement if the Board was developing a 15-year plan. He said that two disparate systems would not work well together unless there was some organization.

Ms. Parker inquired if there were any guidance in the language in the Constitution. Ms. Shirley responded that the Constitution created the "single state university system" and the "board of governors shall govern the state university system." She said the Constitution did not address the Florida College System, and the colleges in that system were statutory creations of the Legislature.

Mr. Perez said a long-term Strategic Plan should address the Florida College System. He said this Board should not ignore the higher education challenges in the state. Mr. Rood said the Board needed to work with the Legislature and the Governor's Office to find a better way to coordinate these two systems. He inquired whether these were issues of governance and structure or issues for the strategic plan. Chancellor Brogan suggested the addition of a guiding principle "to examine and make recommendations regarding appropriate organization for higher education in Florida." Mr. Perez said that as thought leaders in higher education, the Board members should have this conversation. Mr. Hosseini agreed that the Board should look at the whole system. Chancellor Brogan said the Legislature was looking for leadership and a proposed organization for all of higher education, going beyond the two separate systems

Chancellor Brogan said another goal was to expand access. He noted that the present SUS would be tapped by its current capacity, so it would be important to tap both the SUS and the FCS to be efficient and to grow access for degree production.

Mr. Martin suggested adding system structure and governance as a guiding principle. He said at some point, the Board would need to implement an approval process for university work plans. He said while the Board would adopt a strategic plan document, many of the issues being discussed for the Strategic Plan were ongoing priorities for this Committee. Ms. Parker commented that New Florida/ the knowledge-based economy should also be included as a guiding principle.

Chancellor Brogan commented that re-designating a campus might not increase access. Similarly, re-designating a governance system did not necessarily add to a knowledge-based economy. He recommended looking at the entire State University System and to the Florida College System for the whole baccalaureate degree production process.

Dr. Minear said the plan would also include about ten pages of metrics. These would include graduation rates for first-time-in-college students as well as for transfer students, in four-year and six-year timeframes. Mr. Colson said he would be interested in similar data from the top 100 public universities to see Florida's competition.

4. Adjournment

There being no further business, the meeting adjourned at 1:50 p. m., August 26, 2011.

Frank T. Martin, Chair

Mary-Anne Bestebreurtje,
Corporate Secretary