



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Strategic Planning Committee
Cohen Center Ballroom
Florida Gulf Coast University
Ft. Myers, Florida
September 12, 2012
2:00 p.m. – 3:30 p.m.

Chair: John Rood; Vice Chair: Joseph Caruncho
Members: Chopra, Colson, Frost, Perez, Webster

1. **Call to Order and Opening Remarks** **Governor Joseph Caruncho**

2. **Approval of June 19-20, 2012 Committee Meeting Minutes** **Governor Caruncho**

3. **Further Consideration of University Work Plans** **Governor Caruncho**
 - a. Systemwide Issues
 - b. Individual Institution Issues
for Work Plan Out-years
 - c. FAMU Plan Regarding Retention, Graduation,
and Student Debt **FAMU Representatives**

4. **Next Steps and Closing Remarks** **Governor Caruncho**

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2012**

SUBJECT: Approval of Minutes of Meeting held on June 19-20, 2012

PROPOSED COMMITTEE ACTION

Approval of minutes of the Committee's meeting held on June 19-20, 2012 at the University of Central Florida, Orlando.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not Applicable

BACKGROUND INFORMATION

Committee members will review and approve minutes for the meeting held on June 19-20, 2012 at the University of Central Florida.

Supporting Documentation Included: Minutes: June 19-20, 2012

Facilitators/Presenters: Governor Caruncho

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
June 19-20, 2012

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

Governor John Rood, Chair, convened the meeting of the Strategic Planning Committee at 8:48 a.m. Members present were Dean Colson; Joe Caruncho; Tico Perez; Rick Yost; and, via telephone, Patricia Frost.

1. Call to Order and Opening Remarks

Governor Rood called the meeting to order.

2. Approval of Minutes from January 18, 2012

A motion was made that the Committee approve the minutes of meetings held March 22, 2012 and April 5, 2012 as presented. The motion was seconded, and the minutes were approved without objection.

3. Consideration of University 2012 Work Plans

Governor Rood asked staff to provide a brief presentation on the expectations for the Board's consideration of University 2012 Work Plans. Vice Chancellor Jan Ignash provided the presentation. The presentation included information as to how the meeting would progress, tools being made available to the Committee to facilitate its deliberations, and expected outcomes.

Following the presentations, University 2012 Work Plans were individually considered. The format for the Committee's consideration took the form of presentations by university representatives, a dialogue between university representatives and Board members, and formal consideration to approve that portion of each institution's Work Plan associated with the 2012-13 academic year. Presentations and discussion were conducted on the afternoon of June 19, 2012 and all day June 20, 2012. Each presentation and discussion took approximately one hour per institution.

Those portions of University 2012 Work Plans associated with the 2012-13 academic year were approved for the University of Florida, Florida State University, the University of South Florida, Florida Atlantic University, the University of West Florida, the University of Central Florida, Florida International University, the University of North Florida, Florida Gulf Coast University, and New College of Florida. That portion of Florida Agricultural and Mechanical University's 2012 Work Plan was approved contingent on the University's provision of a detailed plan at the Committee's September 2012 meeting for improving student retention, graduation rates, and student indebtedness.

4. Next Steps and Closing Remarks

Governor Rood concluded the meeting by emphasizing that issues raised during the Committee's deliberations associated with the out-years of the University Work Plans would be captured by staff and presented at the Committee's September 2012 meeting. These would take the form of issues that appeared to manifest across the State University System as well as issues specific to individual institutions. The identification of these issues would provide guidance for institutions as they submitted next year's version of University Work Plans.

Having no further business, the meeting was adjourned on June 20, 2012 at 5:00 p.m.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2012

SUBJECT: Further Consideration of University Work Plans

PROPOSED COMMITTEE ACTION

Provide universities with direction with regard to out-year portions of 2012-13 University Work Plans. Identify key system-wide issues as a result of Work Plan submissions. Consider Florida Agricultural and Mechanical University plan to increase retention and graduation rates, and to decrease student indebtedness.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1007.25(8), Florida Statutes; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Board Regulation 2.002 requires the development of University Work Plans. Work Plans, in conjunction with annual accountability reporting, are designed to inform strategic planning, budgeting, and other policy decisions for the State University System. Each University Work Plan is intended to reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs. The Work Plan outlines the university's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

At its June 19-20, 2012 meeting, the Committee considered for approval those portions of 2012 University Work Plans associated with the 2012-13 academic year. In addition, the Committee identified issues associated with out-year portions of University Work Plans that need further attention in the submission of next year's University Work Plans.

As a result of University Work Plan presentations, dialogue, and deliberations, staff prepared a list of issues that appear to be impacting multiple institutions across the State University System. Staff was further directed to provide a list of issues that had been raised for each institution during the course of presentations, dialogue, and

deliberations. In addition, Florida Agricultural and Mechanical University was directed to submit a plan and to make a presentation at the Committee's September 2012 meeting with regard to its strategies for improving retention and graduation rates, and for reducing student debt.

State University System Key Issues

1. Improving retention and graduation rates. All but a few SUS institutions need to increase performance on these two key indicators, and all institutions need to articulate their plans for achieving aspirational goals, and identify the associated resources necessary to reach those goals.
2. Increasing STEM production. SUS Strategic Plan goals will not be realized at the current rate of degree production.
3. Reducing student debt. Several SUS institutions have high levels of student debt.
4. Academic Program duplication. Program duplication continues to be in evidence.
5. Excess hours. Per Board Regulation 7.003, all state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education will pay an excess hour fee, per the following schedule, for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled:
 - Entry prior to fall 2011: 50% of undergraduate tuition for each credit hour in excess of 120%
 - Entry in fall 2011: 100% percent of undergraduate tuition for each credit hour in excess of 115%
 - Entry in fall 2012: 100% of undergraduate tuition for each credit hour in excess of 110%

This policy, derived from Florida Statute, may have a significant impact on SUS students which could, in turn, impact enrollments, retention, and graduation rates.

Institution-specific Issues To Be Addressed In Future Work Plans

University of Central Florida

- Retention and Graduation
 - A plan to raise its graduation rates, and to close the gap between 4-year and 6-year graduation rates.
- Enrollment and Growth
 - A plan to address the high student-faculty ratio.
 - A definitive long-term enrollment plan to the year 2025, with determinations as to the levels and types of growth expected (undergraduate, graduate, e-learning) and the programmatic areas in which growth is expected.

- Stem Production
 - A plan to increase STEM degree productivity at all levels.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Public Health, a master's in Biomedical Engineering, a doctorate in Public Health, and a doctorate in Biomedical Engineering.

Florida International University

- Retention and Graduation
 - A plan to increase two-year transfer, four-year, and six-year graduation rates.
- STEM Production
 - A plan for increasing STEM degree production.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Anthropology, a bachelor's in Interdisciplinary Studies, a bachelor's in Biochemistry, a (graduate level) Physician Assistant program, a doctorate in Administration of Justice, a doctorate in Linguistics, a doctorate in Mathematical Science, and a doctorate in Pharmacy.

University of West Florida

- Retention and Graduation
 - A plan to improve two-year transfer, four-year, and six-year graduation rates as well as retention rates.
- Enrollment and Growth
 - A plan for maintaining quality while substantially increasing enrollments at the undergraduate (FTIC) level.
- STEM Production
 - A plan to increase STEM production.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Mechanical Engineering, a doctorate in Nursing Practice, and a doctorate in Physical Therapy.

Florida State University

- Resources
 - A plan for recruiting and retaining top-tier faculty, and ensuring that the University's research potential increases.

- Provision of timelines for invitation to the Association of American Universities, given scenarios of current, increased, and reduced funding.
- STEM Production
 - A plan for increasing STEM production.

University of Florida

- Research/Research Focus
 - A plan to address faculty hiring, with particular attention to hiring at appropriate levels in order to invest in building future research potential.
 - An identification of the strategic set of academic/research subdisciplines UF will target as priorities.

University of South Florida

- Resources/Research Focus
 - A plan and timeline associated with reaching AAU eligibility, given scenarios of current, increased, and reduced funding.
 - An identification of the most key areas of research at USF Tampa in which USF intends to invest resources.
- Retention and Graduation
 - A plan to increase graduation rates and to reduce the gap between four- and six-year graduation rates.
- Student Debt
 - A plan for reducing student debt.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Marine Science (St. Petersburg campus), a bachelor's in Biology (Sarasota Manatee campus), a master's in Diplomacy and Strategic Studies (Tampa campus), a graduate level Physician Assistant program (Tampa campus), a master's in Accountancy (St. Petersburg campus), a master's in Non-Profit Leadership and Management (St. Petersburg campus), an Education Specialist degree in Special Education and English as a Second Language (St. Petersburg campus), a master's in Social Science Education (Sarasota Manatee campus), a doctorate in Cell and Molecular Biology (Tampa campus), a doctorate in Integrative Biology (Tampa Campus), and a doctorate in Rehabilitation Sciences (Tampa campus).

Florida Atlantic University

- Mission
 - A plan to reconcile the University's performance on key performance indicators at the undergraduate level with its focus on graduate education and research.

- Research Focus
 - A plan for reaching the goal of doubling funded research in five years.
- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Environmental Education, a bachelor's in Environmental Engineering, a master's in Instructional Technology, a master's in Secondary Education, a master's in Educational Psychology, and a doctorate in Civil Engineering.

New College of Florida

- Retention
 - A plan for increasing retention rates.
- Resources
 - A plan for addressing facilities issues.
 - A plan for reaching New College's goal of a six-year \$60M endowment-raising campaign.
- Academic Programs
 - A plan for maintaining New College's national, faculty-intensive reputation in light of the budget reductions that impact faculty hires.

Florida Agricultural and Mechanical University

- Mission
 - A reprioritization of Work Plan Goals to reflect a commitment to improve undergraduate key performance indicators.
- Retention and graduation
 - A detailed plan for improving retention and graduation rates.
- Enrollment and Growth
 - A plan for reducing the number of profile admits, and/or for increasing their graduation rates; consideration of a plan for directing more potential profile admit students to the Florida College System.
- Student Dept
 - A plan for reducing student debt.
- Academic Programs
 - A reconsideration of graduate program expansion until such time as performance on undergraduate key performance indicators are at an acceptable level.
 - Removal of a Doctor of Dental Medicine from the University's Work Plan.
 - A plan for increasing passage rates in Physical Therapy, Occupational Therapy, and Law.
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Food Sciences, a bachelor's in Digital Media, a bachelor's in

Health and Fitness, a master's in Biomedical Sciences, a master's in Health Informatics, a master's in Golf Management, a doctorate in Chemistry, a doctorate in Nursing Practice, and a doctorate in Public Health.

University of North Florida

- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Environmental Management, a master's in International Affairs, and a master's in Social Work.

Florida Gulf Coast University

- Academic Programs
 - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Digital Media Design, and a doctorate in Nursing Practice.
 - A plan to ensure that programs performing at lower than national/state benchmarks on licensure passage rates perform at an appropriate level.

Supporting Documentation Included:	To be provided
Facilitators / Presenters:	Governor Caruncho, Jan Ignash, FAMU Representatives