

MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF WEST FLORIDA
CONFERENCE CENTER
PENSACOLA, FLORIDA
JANUARY 20, 2011

Mr. Martin convened the meeting of the Strategic Planning Committee of the Board of Governors at 10:10 a.m., in the Conference Center, University of West Florida, Pensacola, January 20, 2011, with the following members present: John Rood, Vice Chair; Dean Colson; Pat Frost; Mori Hosseini; Tico Perez , by telephone; and Dr. Rick Yost. Other Board members present were Dick Beard; Ann Duncan; Charlie Edwards; Gallop Franklin; Dr. Stanley Marshall; Ava Parker; Gus Stavros; John Temple; and Norman Tripp.

1. Approval of Minutes of Meetings held October 27, 2010, and November 4, 2010

Mr. Colson moved that the Committee approve the Minutes of the Meeting of the Strategic Planning Committee held by telephone conference call on October 27, 2010, and of the Meeting held November 4, 2010, as presented. Mr. Rood seconded the motion, and members of the Committee concurred.

2. Establishment of a Center for Florida A & M University, Crestview, Florida

Mr. Martin said that at the last Board meeting, the subject of Florida A & M University establishing a new educational site at Crestview, Florida, had been discussed. He said the Crestview site was in close proximity to the University of West Florida, and concerns had been expressed about the duplication of UWF academic programs. He said the Presidents of FAMU and UWF had met, with members of their staffs, to discuss academic programming for Crestview. He said Board staff had also asked FAMU to revisit its proposal and provide additional clarification. He said that FAMU had now determined that it was in the best interest of all parties if it first concentrated on expanding its Pharmacy program in Crestview and ensuring that it met all necessary accreditation standards. He noted that the University of West Florida supported the location of FAMU pharmacy at Crestview; FAMU planned to work with local colleges and UWF to coordinate future program offerings there.

President Ammons explained that with FAMU's status as a land grant institution, extension activities were part of its mission. He said that FAMU wanted its outreach to help transform lives and communities represented by the health disciplines, especially pharmacy. He said that over the next three years, FAMU hoped to meet the

need for pharmacists in Crestview. He thanked the people of Crestview for their support. He said the City of Crestview had donated the building to house the program. He said the Legislature had appropriated funds for needed facility renovations and maintenance, and to hire faculty and staff.

Dr. Ammons introduced supporters from the area, including Senator Greg Evers; Former Senator Durrell Peaden; Okaloosa County Commissioner Wayne Harris; Crestview City Council President Charles Baugh; Roger Roberts, former aide to Senator Peaden; Crestview City Councilman Bob Allen; and Mayor of Crestview David Cadle. Senator Peaden thanked President Bense for her cooperation and assistance in bringing the proposal to its current form. He also thanked the Board for establishing a site in Crestview which would address a critical need in that area of the state. He said this also provided an alternative for students who now left the state to study pharmacy.

Dr. Cynthia Hughes-Harris explained the proposal and provided highlights of the proposed Pharm.D. in Crestview. She said that as a result of discussions, FAMU had modified its goals for Crestview. They had looked at different types of collaboration opportunities. She said they had used the strategic plans of this Board and of FAMU's Board in designing the program. She said they would not be offering lower division courses, but would be offering upper division courses and the coursework for the two graduate level years. She said they expected to attract students from UWF, from the Panhandle, from South Alabama and from South Georgia. She explained that the University was committed to rural health care and opportunities for students in health care. She said studies had concluded that the presence of pharmacy students had a positive influence on the quality of health in a community, especially in a rural community. She said that as with physicians, pharmacists tended to work where they had advanced practice experience.

Dr. Hughes-Harris said FAMU accepted 150 students in Tallahassee. With this additional opportunity in Crestview, students will apply for these seats. She said there were 31 students in Tallahassee from the western Panhandle who could attend in Crestview, and there would be preferred admission to Panhandle students. She said they intended to offer the full complement of courses in Crestview which would include both distance learning and face-to-face courses. She said she anticipated the program would have a total of 120 students, 60 in the upper division and 60 at the graduate level. She said they were focused on high standards for the Crestview program to parallel the offerings in Tallahassee. She said they proposed to begin the full offering of the program in August 2012.

President Bense said that UWF supported the proposed pharmacy program in Crestview. She thanked President Ammons and his staff for their collaborative efforts.

Mr. Rood said he applauded the support given to the Crestview program. He agreed that the impact on the community would be great. He said he wondered

whether it was the right time to start a new program given the current economic climate. He asked whether FAMU had explored partnership opportunities with the Department of Health to share operating costs.

President Ammons responded that his vision was that FAMU should be relevant to the community and to the State of Florida. He said there was a critical need in that region of the state for programs that could encourage students to stay in the area. He said FAMU had received a direct appropriation through the Department of Health to be used to hire faculty and to renovate the building. He noted that the building had been donated by the City of Crestview. He said Crestview was growing and the needs were there.

Mr. Rood inquired how much of the space FAMU would occupy. Dr. Ammons said they would use 100 percent of the space. Mr. Rood also inquired about the role for the Department of Health (DOH). Dr. Ammons said the appropriation was to the DOH, but was directed and earmarked for FAMU. He added that DOH would not be paying operational costs. He noted that there was a FAMU pharmacy program in all areas of the state, except in Northwest Florida.

Mr. Rood inquired whether FAMU would be able to attract students and faculty to Crestview. Dr. Ammons said he felt FAMU would be able to attract faculty and students to the area. Mr. Rood said that tuition would not cover 100 percent of the costs. He asked whether the state could afford this new program in a time when General Revenue was not growing. Dr. Ammons responded that a program like pharmacy had a different tuition structure from other traditional programs. He said the cost for a FAMU pharmacy student would be less than at UF and less than at the other private schools offering pharmacy. He noted that pharmacy graduates did well when they entered the job market.

Mr. Beard inquired whether the building would be completely occupied by the FAMU pharmacy program. Dr. Ammons said that was correct.

Ms. Parker inquired of Former Senator Peaden about the mission for the region. Senator Peaden said he had visited Yale University and had been shown a former Winchester Arms factory building which was now occupied by Yale Medical School. He said the old factory building in Crestview had been vacant for about 25 years and had survived several tornadoes. He said that he had met with President Ammons to discuss possible uses for the 39,000 square foot building. He said he hoped for future cooperative education opportunities. He encouraged finding more old buildings for re-use, rather than building new ones. He said he viewed this as keeping more bright students at home.

Mr. Hosseini inquired how much FAMU would spend in updating the building. Dr. Ammons said they had received a direct appropriation of \$9.5 million to bring the

building up to code. Mr. Rood inquired whether there had been a shift of the title. Dr. Ammons said the building was now an asset of the SUS.

Mr. Martin said that under the present typology of educational sites in Board Regulation 8.009, the planned student FTE and program offerings at the FAMU Crestview site would allow it to be initially classified as a Center.

Ms. Frost moved that the Committee approve the designation of the Florida A & M University Crestview site as a Center, pursuant to Board Regulation 8.009, as presented. Mr. Stavros seconded the motion, and members of the Committee concurred, with Mr. Rood voting no.

Mr. Martin commented that it was important to look at collaboration and the universities coming together. He thanked both UWF and FAMU for their efforts.

3. State University System Annual Report

Mr. Martin said at the beginning of the year, each Board member had received a draft copy of Volume I of the State University System 2009-2010 Annual Report, with instructions for accessing Volume II on-line. He said that this was the second report since the implementation of the more comprehensive approach to monitoring institutional and System performance on key metrics related to the Board's strategic goals, as well as the metrics required by the Legislature to monitor investments such as tuition differential fees and the 21st Century programs. He said they had been able to establish some baselines with the previous year's report. He said that this past summer, through the development of multi-year University Work Plans, they had begun to identify institutional "targets" to monitor progress going forward.

Dr. Minear said Board Regulation 2.002 established the Board's performance monitoring system. She said these metrics informed the strategic plan, budget requests and other critical issues. She noted that performance accountability metrics had been in place since the early 1990's, but that the Board was now taking a more robust approach. She said the reporting served multiple purposes, including responding to the four primary goals outlined in the 2005-2013 Strategic Plan: access, workforce needs, world class programs and community needs.

Dr. Minear said the Annual Report included data that were responsive to statutory requirements and accountability metrics related to the 21st Century awards and the tuition differential fee. She said the information was relevant for enrollment planning and for budgeting. She noted that new legislation required information on new program approvals and on program terminations.

Dr. Minear said the Board would review updates to the University Work Plans in June. These would serve as the foundation for the Board's decisions regarding fee

increases and other related issues. She said the Committee was embarking on strategic planning for the System and the Work Plans provided the baseline for this work. She said the universities were chronicling their efforts and garnering more efficiencies.

Dr. Minear said that the Annual Report contained detailed university reports. These institutional reports showed tremendous work throughout the System. She pointed out page 5 of each institutional Annual Report which identified major accomplishments around the System, including student and faculty achievements. She noted that the Annual Report responded to numerous issues. She said Florida needed to increase the number of baccalaureates among working adults. In 2008-09, Florida ranked 41st in the nation in the number of baccalaureates awarded to 18 to 24 year olds. She reported that the SUS produced 64 percent of the baccalaureates awarded in the state that year. She noted that the System's graduation rate continued to improve.

Dr. Minear said that as a return on investment, the Centers of Excellence in the System had received \$84.5 million in state funds and had already generated \$275 million in competitive grants and private sector support. The Report included information on inventions, licenses, and investment income.

Dr. Minear said she hoped to take all the information in this database and move it to a web-based platform. She said the information provided an excellent baseline for making decisions about tuition.

Mr. Martin said he continued working with the Provosts on all this information. He said they had come a long way with the process and he thanked the Provosts and the Presidents for their assistance in this huge effort.

Mr. Colson said this was an excellent document. He inquired whether the numbers of faculty members had increased or decreased in these challenging times. He said he was interested to know how the cuts had affected faculty numbers. He asked about the research revenue being generated by the universities and how this compared with other states, e.g., Texas or North Carolina. He said there should be targets for Florida to give this data some context. Ms. Duncan noted that the Florida Research Consortium, as well as Enterprise Florida, had collected lots of this data.

Ms. Parker said the conversations about metrics should be focused on whether the universities were doing a good job. She said the idea of universities identifying peer institutions was a way to track whether the universities were making good decisions and moving in the right direction.

Chancellor Brogan said the exercise of identifying peer institutions was to measure what the universities were working to become. He said that by identifying 10 to 12 peer institutions, gives context as to the metrics of the peers. He said these metrics could be useful for the development of strategic plans and of work plans. He said

metrics about national averages were not always easy. He said they could be helpful, but there was a bigger need to create clean numerators and denominators. He said it was not helpful to compare data between universities within the System, as they had different student admissions criteria and differing missions. He said the information did provide context.

Chancellor Brogan thanked Dr. Minear and her staff, many individuals from the universities, and legislative staff for all their work in developing the Annual Report. He said the Report consolidated a great deal of information, and was assembled in a way meant to be user-friendly.

Mr. Hosseini moved that the Committee recommend approval of the Annual Report to the full Board, with the caveat that staff would take care of any final technical corrections, as presented. Mr. Colson seconded the motion, and members of the Committee concurred. Mr. Martin noted that the Annual Report would be submitted to the Governor and the Legislature no later than February 1, 2011.

4. Concluding Remarks and Adjournment

Mr. Martin said the strategic planning process was very important going forward. He said he hoped to have a rough outline soon and that he welcomed feedback from the other members of the Committee.

Ms. Parker added that the Board would also be reviewing and approving university strategic plans. She said the members would invite comments from the universities about the approval of their strategic plans.

There being no further business, the meeting adjourned at 11:15 a. m., January 20, 2011.

Frank T. Martin, Chair

Mary-Anne Bestebreurtje,
Corporate Secretary