

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
STRATEGIC PLANNING COMMITTEE  
FLORIDA STATE UNIVERSITY  
TALLAHASSEE, FLORIDA  
March 19, 2014

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

1. Call to Order and Opening Remarks

Chair Dean Colson convened the meeting of the Strategic Planning Committee at 1:29 p.m. on March 19, 2014, with the following members present and answering roll call: Governors Frost, Beard, Chopra, and Morton. A quorum was established. Other Board members in attendance were Governors Fassi, Hosseini, Huizenga, Kuntz, Levine, Stewart, Carter, Doyle, and Tripp.

2. Approval of Minutes from Committee Meeting held January 15, 2014

Governor Frost moved that the Committee approve the minutes of the meeting held on January 15, 2014 as presented. Governor Beard seconded the motion, and the motion carried unanimously.

3. Further Consideration of Strategic Plan Alignment

a. Revision of Florida Agricultural and Mechanical University's Accountability Metrics

The Committee considered a technical change to Florida Agricultural and Mechanical University's graduation rates to account for the degrees awarded during the summer of 2013 that were not included in the initial report due to the University's late submission of the data. It was noted that the proposed change would revise the University's six-year First-Time-In-College graduation rate, for the 2007-13 cohort, from 39% to 41%. This change would increase the points earned under the Board's Performance Based Funding model from 27 to 29 points; however, there would be no change in the funds allocated to the universities. A motion was made by Governor Beard to approve this technical change. The motion was seconded by Governor Chopra, and the motion carried unanimously.

## b. Strategic Plan Goals: Progress Check

Chair Colson said that the next item concerned a progress check on the Board's Strategic Plan. He said that approximately a year ago the Board discussed the need to revisit its goals every 5 years to assess progress. He noted that, at the November 2013 Board meeting, the Committee began to review quantitative goals, especially those associated with undergraduate and graduate degree production. He said that, in November, the Committee had heard from staff that it was unlikely that certain of the Strategic Plan goals would be met, including graduate degree production and graduate degree production in STEM. Chair Colson said that the Board needed to think about its options. He said that one option would be to lower Strategic Plan goals for graduate degree production in light of the reality of current performance. Another option would be to engage in a conversation as to the enrollment mix of graduate and undergraduate students at certain SUS institutions. He questioned whether the Board should be urging certain universities to change their mix so that more graduate degrees are produced and, if so, in what academic areas. Governor Colson asked Vice Chancellor Ignash to make comments and a presentation on the Board's Strategic Plan alignment efforts.

Vice Chancellor Ignash began by identifying four goals in which there appeared to be a significant gap: total R&D expenditures, baccalaureate degree production, graduate degree production, and graduate degree production in STEM. With regard to total R&D expenditures, Governor Colson asked whether the decline in federal dollars available was impacting the System, and Governor Levine asked the same with respect to sequestration. Dr. Ignash indicated that these had definitely had some impact on the System. Governor Beard asked whether the universities had agreed to a revised goal, and Dr. Ignash said that this conversation had not yet taken place. President Rosenberg observed that more research faculty translated to more research dollars. He said, further, that the System should calculate the physical infrastructure necessary to reach goals in research.

With regard to baccalaureate degree production, Dr. Ignash indicated that, although there was a gap between projections and the Strategic Plan goal, it was not significant enough to warrant reducing the 90,000 degree goal at this time, especially in light of the fact that the UF Online and the Florida College System are expected to increase baccalaureate degree production numbers. Governor Morton queried as to the impact of the Florida College System on SUS numbers.

With respect to graduate education, Dr. Ignash noted declining graduate-level enrollments in the last two years, with a resultant decline in graduate degree production as well as graduate degree production in STEM. Dr. Ignash also noted that, compared with their national peers, SUS institutions were generally producing more

baccalaureate graduates, compared to master's and doctoral degree graduates, as a proportion of their total degree production.

Dr. Ignash concluded her presentation by focusing on high demand graduate-level occupations as identified by the Department of Economic Opportunity, Bureau of Labor Statistics. She noted that the highest demand programs required doctoral or professional education and that a high proportion were related to health care. She concluded by saying that next steps included conducting a systematic program review, working with the Department of Economic Opportunity to review data on licensed professions, using the future work of the Board's Health Initiatives Committee, meeting with SUS Vice Presidents for Research, and working with budget and finance staff to calculate whether additional investments or adjustments might be required to ramp up graduate degree production.

Chair Colson said that it was important to be able to articulate why certain goals were established. Governor Huizenga noted the implications that facilities had on Strategic Plan goal discussions. Governor Frost said that the Committee should continue to explore why the System's graduate enrollments were declining.

#### 4. Mission Change for New College of Florida

Chair Colson said that New College of Florida's (NCF) current mission is to offer undergraduate degrees only and that NCF wished to expand its mission to include graduate certificate or master's degree programs in targeted areas. He said that NCF's faculty had held campus-wide discussions about offering graduate certificates and degrees and voted to approve this change in mission. The request then went to NCF's Board of Trustees on January 16, 2014 in a teleconference call and they, too, approved the change. Chair Colson said that the Board of Governors is constitutionally responsible for defining the distinctive missions of the institutions in the State University System. He noted that a change in mission would require Board approval and, in this case, minimal statutory changes to section 1004.32, Florida Statutes which describes New College as a "4-year residential liberal arts honors college" that serves undergraduates. Chair Colson invited New College of Florida President Donal O'Shea to make a presentation requesting a change in mission to a master's-level degree granting institution.

Following President O'Shea's presentation, a motion was made by Governor Beard to grant New College of Florida a change in mission to include the ability to grant master's-level certificates and degrees subject to first receiving approval from the Board of Governors for any degrees to be offered at the master's-level. The motion was seconded by Governor Chopra, and the motion was open for debate. Several Board members expressed concerns with respect to mission creep, program duplication, and

process. Governor Morton offered an amendment to the initial motion approving the mission change for New College of Florida provided that there would be no change to its basic Carnegie Classification. The amendment was accepted by Governor Beard. Members of the Committee voted to recommend to the Board of Governors that the Board grant New College of Florida a change in mission including the ability to grant master's-level certificates and degrees subject to first receiving approval from the Board of Governors for any degrees to be offered at the master's-level, and provided that there is no change to New College of Florida's basic Carnegie Classification. The question was called, and a vote was taken and the motion as amended passed by a vote of four to one, with Governor Frost casting the negative vote.

5. Concluding Remarks and Adjournment

Having no further business, the meeting was adjourned at 2:37p.m.

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R.E. LeMon, Associate Vice Chancellor

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Governor Dean Colson, Chair