

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA POLYTECHNIC UNIVERSITY
LAKELAND, FLORIDA
January 26, 2017

*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

Governor Morton convened the meeting of the Strategic Planning Committee at 9:36 a.m. on January 26, 2017 with the following members present: Governors Jordan, Beard, Doyle, Frost, Lautenbach, Link, and Tyson. A quorum was established. Other Board members in attendance were Governors Kuntz, Hebert, Huizenga, Kitson, Tripp, and Valverde.

2. Approval of November 3, 2016 Committee Meeting Minutes

Governor Morton called for a motion to approve the minutes from the Committee's November 3, 2016 meeting. A motion was made by Governor Jordan, seconded by Governor Doyle, and the motion carried unanimously.

3. Steering by Intention: An Overview of the Work of the Strategic Planning Committee

Chair Morton said that the next agenda item was to receive an overview from Vice Chancellor Jan Ignash as to the work and responsibilities of the Strategic Planning Committee. Governor Morton said that he asked Dr. Ignash to touch upon the Committee's annual responsibilities and special initiatives that the Committee conducts. He hoped the overview would prove particularly useful for new Committee members.

Dr. Ignash began by indicating that the Strategic Planning Committee is very active in terms of its charge and the variety of projects that it undertakes. She said that her presentation today would focus on two areas. The first was an overview of the high-level tools available to the Committee that are supported by thousands of data points. Secondly, she stated that she would provide the Committee with examples of discrete projects that have been recently undertaken to demonstrate breadth and scope of the

Committee's work. Prior to discussing tools and project examples, however, she wanted to provide some general comments as to how the Board of Governors is steering higher education in the direction of Florida's highest priorities.

Dr. Ignash said that state-level coordinating and governing boards typically serve as both buffers and, more often, as bridges: explaining, and defending their institutions while also representing public expectations. She said that Boards function to provide resources, advocate, regulate, and steer, noting that these are not mutually exclusive. A Board's decision to engage in one role over others is dependent upon its history, the development of its higher education system, its geography and demographics, and changes within the external environment. She pointed out that the Florida Board of Governors fulfills its regulatory function by means of its 110 regulations, some of which fall under the purview of the Strategic Planning Committee.

Vice Chancellor Ignash stressed that very few boards fully engage in a steering function to produce outcomes consistent with governmental priorities. She said that she has seen the Board of Governors grown in its steering role such that it has earned national accolades. In 2013 and 2015 reports prepared by the American Council of Trustees and Alumni Association, the organization characterized Florida as having active system boards and chancellors as well as engaged boards of trustees at individual institutions that were spearheading important policies and associated actions.

Vice Chancellor Ignash then pointed to the three typical structures of state higher education boards: advisory, coordinating, or governing. She said that advisory boards provide data and research to inform state-level conversations about higher education but have little formal authority. Most states, however, are split between coordinating and governing boards. She noted that while most state-level boards, irrespective of their structure, attempt to coordinate activities of their institutions in order to build on strengths and create efficiencies by virtue of magnitudes of scale, the distinction between a board that merely coordinates and one that governs is significant.

Vice Chancellor Ignash went on to say that she had seen the Board grow into its governing role since her arrival in 2012. Excellent strategic planning tools have been developed, data and information collection has expanded, and the Board has evolved into a true governing board. Dr. Ignash noted in particular that implementing a performance-based funding model has aligned state-level strategic planning efforts with institutional decisions. In addition, this alignment has not been at the expense of the universities, but has provided opportunities such as participating in the TEAm Initiative, increasing visibility of the State University System's (SUS) research/economic development function, and validating the need for certain new degree offerings.

Dr. Ignash next took the Committee through its responsibilities as stipulated in the Board's Operating Procedures. These responsibilities include providing leadership for

the development of the System Strategic Plan and the subsequent monitoring of progress toward System goals, reviewing and approving institutional strategic plans, reviewing University Work Plans, reviewing and approving SUS Annual Accountability Reports, recommending the promulgation of regulations, and addressing other topics related to strategic planning and performance monitoring.

Next Vice Chancellor Ignash listed the Committee's three major tools for strategic planning, collectively known as the Board's "Three Great Books:" the *2025 Strategic Plan*, the *Annual Accountability Report*, and the annual University Work Plans. She stressed that using these tools defines the Board of Governors as truly steering the SUS by design in the direction of Florida's highest needs rather than simply acting as a provider of resources or as a regulatory agency. Vice Chancellor Ignash emphasized that the Board's creation and strong reliance on its Three Great Books is acknowledged as a national model for accountability and strategic planning. She added that performance-based funding would not have been possible without these tools.

Turning first to the Board's *2025 Strategic Plan*, Vice Chancellor Ignash said that it sets prospective goals for the future. She stressed that this forward-looking tool is a living, breathing document and represents the heart of the Board's strategic planning efforts. Dr. Ignash said that the *Plan* identifies performance indicators for nine overarching goals for the System. These goals were created by means of a matrix overlaying excellence, productivity, and strategic priorities onto a university's historical and fundamental tripartite mission: teaching, research, and service. Dr. Ignash indicated that the dozens of specific performance indicators residing under the nine goals are updated every four or five years so that their trajectory can be affirmed or, if necessary, amended due to changes in the environment.

The second major planning document, the *SUS Annual Accountability Report* measures the actual performance by SUS institutions on *2025 Strategic Plan* goals. Dr. Ignash noted that the Report is presented to the Strategic Planning Committee each March and contains retrospective data to document how each institution and the System are performing. The *System Summary Report* contains more than 22,000 data points including enrollment, retention, graduation rates, degrees awarded, degrees in Areas of Strategic Emphasis, student/faculty ratios, licensure/certification exam pass rates, post-graduation metrics, research and development expenditures, and other measures.

Vice Chancellor Ignash then focused on University Work Plans. She said that these yearly dialogues between the Board and each institution regarding performance indicators, plans for enrollment and new degrees, key priorities, and other issues are the "missing link" in many states' strategic planning efforts. The Work Plans have enabled university boards of trustees to communicate with the Board of Governors perhaps better than anywhere in the country, creating a give-and-take between the Board and individual universities and aligning university aspirations with Board goals.

Vice Chancellor Ignash next discussed the Strategic Planning Committee's interaction with other Board committees. As one example, Committee recommendations with fiscal implications are forwarded to the Board's Budget and Finance Committee for further consideration. Dr. Ignash said that the Strategic Planning Committee's relationship with the Board's Academic and Student Affairs Committee is particularly strong and important, as the Strategic Planning Committee identifies strategic initiatives while the Academic and Student Affairs Committee oversees their implementation.

As an example of other regular studies that the Strategic Planning Committee uses to steer the System, Vice Chancellor Ignash next pointed to the Board's baccalaureate follow-up studies one year after graduation. The report provides information as to whether graduates find jobs, continue their education, do both, and the salaries they earn. This report, repeated every year after a class graduates, will be complemented by additional studies tracking graduates five and nine years after the baccalaureate, to determine salary increases and the value of additional degrees earned over time.

In addition to the regular studies she just described, Vice Chancellor Ignash noted that the Strategic Planning Committee also conducts periodic and ad hoc reviews. A good example is the Committee's supply and demand gap analysis for graduates in high-demand occupations to better understand whether the SUS is producing enough graduates and, if not, in what areas the universities needed to concentrate. Dr. Ignash noted that the gap analysis resulted in a \$15M legislative appropriation for the TEAM Grant Initiative to produce more engineers and information technology graduates.

Next, Dr. Ignash noted that, from this meeting forward, the work of the Health Initiatives Committee is being folded into the Strategic Planning Committee. The Committee would provide leadership for the development of system-level policy regarding health-related education, health care delivery impacted by the academic experience, and health-related research. In 2014, the Health Initiatives Committee completed an environmental scan of Florida's health-related landscape and conducted a gap analysis showing that nurses and physicians were the occupations most likely under-supplied in Florida, with a sufficient current supply of dentists, physical therapists, pharmacists, and veterinarians due to in-migration from other states. This work resulted in two Legislative Budget Requests by the Board this year, targeting the need to increase the supply of nurses and provide more medical residencies for doctors.

Vice Chancellor Ignash then turned to the Committee's working with partners such as the Florida Chamber of Commerce and the Florida Council of 100 in identifying Programs of Strategic Emphasis (PSE) important to Florida's future. Dr. Ignash identified the five PSE areas as STEM programs, health-related programs, certain education programs, programs that enhance Florida's globalization efforts, and programs identified in the Strategic Planning Committee's supply and demand gap

analysis. She noted that two of the 10 metrics in the Board's performance-based funding model are devoted to improving the number of degrees awarded in PSE. As a consequence, the curriculum has shifted and 49% of all baccalaureates and 60% of all graduate degrees conferred in the SUS now fall within PSE.

As yet another ad hoc issue of importance to the System, Vice Chancellor Ignash pointed to the Committee's careful review of the vitality of university branch campuses as determined by enrollment trends, program offerings, and the extent to which they provide a physical presence for distance learning students. She added that this was one more example of the way in which the Board was steering higher education in Florida.

Among other decisions that come to the Strategic Planning Committee, Dr. Ignash listed the approval of new branch campuses, plans for growing existing campuses, and closing campuses to strategically manage growth. As two recent examples, the Committee recommended to the full Board that New College of Florida be allowed to change its mission to offer master's-level programs and to increase New College's enrollment to 1,200 students, which has led to a Legislative Budget Request.

Chair Morton thanked Vice Chancellor Ignash for her presentation and said that it provided insight into the Committee's future agenda.

4. Closing Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 9:54 a.m.

Edward Morton, Chair

R.E. LeMon, Associate Vice Chancellor