

INDEX OF MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
PRESIDENT’S ROOM B
EMERSON ALUMNI CENTER
UNIVERSITY OF FLORIDA
GAINESVILLE, FLORIDA
SEPTEMBER 3, 2015

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and its Committees are accessible at <http://www.flbog.edu/>.*

<u>ITEM</u>	<u>PAGE</u>
1. Call to Order and Chair’s Remarks	3
2. Chancellor’s Report	4
3. Approval, Meeting Minutes	6
A. Board of Governors Meeting held June 18, 2015	
4. Public Comment	6
5. Adult Literacy \$7 Million Global Competition.....	6
6. Confirmation of Reappointment of the President for University of West Florida	7
7. Health Initiatives Committee Report	7
8. Innovation and Online Committee Report.....	9
9. Strategic Planning Committee Report	9
A. Approval, University Work Plan Follow-Up: FAMU Work Plan; FAMU Plan to Improve Graduation Rates and Employability of Graduates	
10. Academic and Student Affairs Committee Report	11
A. Approval, University of South Florida Morsani College of Medicine Type I Campus	
B. Approval, Amended Board of Governors Regulation 6.015 Student Conduct Code and Discipline	
C. Approval, Amended Board of Governors Regulation 7.005 Residency for Tuition Purposes, and Rule 72-1.001 Residency for Tuition Purposes	
11. Facilities Committee Report	12
A. Approval, Public Private Partnership Guidelines	
B. Approval, 2015-2016 CITF Project Allocations	

- C. Approval, 2016-2017 SUS Fixed Capital Outlay Legislative Budget Request
- 12. Budget and Finance Committee Report.....13
 - A. Approval, Amended Board of Governors Regulation 7.008 Waiver and Exemptions of Tuition and Fees
 - B. Approval, 2015-2016 State University System Operating Budget
 - C. Approval, 2015-2016 Board General Office Operating Budget
 - D. Approval, 2016-2017 State University System Legislative Budget Request
 - E. Approval, 2016-2017 Board General Office Legislative Budget Request
- 13. Nomination and Governance Committee Report14
 - A. Appointment of University Trustee: Florida A&M University
- 14. Concluding Remarks and Adjournment14

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1. Call to Order and Chair's Remarks

The Chair, Mori Hosseini, convened the meeting at 10:18 a.m., on September 3, 2015, with the following members present and answering roll call: Vice Chair Tom Kuntz; Matthew Carter; Tonnette Graham; H. Wayne Huizenga, Jr.; Alan Levine; Wendy Link; Ed Morton; Katherine Robinson; Pam Stewart; and Norman Tripp. Daniel Doyle, Jr. and Patricia Frost participated in the meeting by phone and Ned Lautenbach joined the meeting at 10:20 a.m.

Chair Hosseini thanked Chair Steve Scott and President Kent Fuchs for hosting the Board meeting and congratulated them for what they do on behalf of the State University System, and their spirit of collaboration with the Board on System issues. President Fuchs welcomed members and introduced members of the University of Florida Board of Trustees in attendance at the meeting.

President Fuchs presented information on the university's Career Resource Center (CRC), which serves as a hub to connect students with employers. The CRC hosts a bi-annual career showcase that typically connects 8500 students with over 350 companies. The CRC works with students as early as orientation to help them explore majors, develop interview skills, and advise on job shadowing and internship opportunities. The CRC established one of the first national employer outreach initiatives to expand internships and full-time job opportunities for students. In the future, CRC staff will be imbedded in each college at the university to connect more employers with students and enhance student career opportunities.

Dr. Scott echoed Chair Hosseini's sentiments regarding Dr. Fuchs' hard work and dedication to the State University System. Dr. Scott said they are here to help elevate the System because in order for the state to provide the education students need to be successful in their careers, all Florida universities need to be engaged. He offered for the university to share its successes with the other schools and thanked the Board for its support.

Chair Hosseini introduced his daughter, Nina Hosseini. Nina will graduate from UF in three years and then attend graduate school. Chair Hosseini explained he and his wife strongly believe in the public postsecondary system, which is why they are such ardent supporters.

Chair Hosseini next stated the Board was going to receive reports from Chancellor Criser and Board staff on important initiatives he had asked them to undertake during his term of Chair of the Board.

2. Chancellor's Report

Chancellor Criser provided a brief overview of the initiatives and turned the presentation over to Board staff. Dr. Jan Ignash presented an annual overview of the State University System based on data from the university work plans approved by the Board in June. She reported graduation and retention rates are increasing and degrees awarded in programs of Strategic Emphasis are growing, even as enrollment and degree growth overall are slowing. While historically slow-moving, there has been tremendous progress in the six-year graduation rate for FTICs. Florida is now ranked first among the ten largest states in the six-year FTIC graduation rate and is projected to exceed the goal in the 2025 Strategic Plan. The academic progress rate has also improved and is on target to reach the 2025 Strategic Plan goal of 90%. Degree production, both at the baccalaureate and graduate levels, has slowed except in programs of strategic emphasis and those in STEM and health, which are growing. Florida, however, ranks fifth in the top 10 states for research and development expenditures and will need to improve in order to meet the 2025 Strategic Plan goal.

Dr. Jon Rogers provided an overview of System initiatives directed toward enhancing campus safety and security. The University of Central Florida has held two Campus Safety and Security Conferences since 2013 that were widely attended by university personnel responsible for campus safety and student affairs. Experts in the field of campus security shared best practices for enhancing the safety of a university campus and break-out sessions provided an opportunity for university representatives to share valuable information. In addition, a Title IX workshop was held at the Board office in 2014 for Title IX coordinators, student affairs professionals, and university attorneys to discuss Title IX issues and to revise the Board's student code of conduct regulation to update the process for disciplinary proceedings arising out of allegations of sexual misconduct. Last March, the Academic and Student Affairs Committee received testimony from university police chiefs and counseling center directors on staffing needs to address the increasing demand for services. Dr. Rogers concluded by reminding members that the Council of Student Affairs is the frontline resource for best practices related to at risk students, threat assessment, anti-hazing, and alcohol use and

abuse on campus and assured members of continued system-wide engagement around these issues.

Karen Armstrong gave a report on the shared purchasing initiatives. Three universities are now using the spend tool procured by Florida State University and she expects all universities to be using the tool by next summer. The universities have purchased goods or services collectively through twelve contracts, which resulted in a \$4 million savings this past quarter, with a projected savings of \$14 million for the fiscal year. Upcoming procurements include a new contract for computer hardware that FSU will be working on with a national consortium to leverage the purchase not only system-wide but with approximately 3700 other higher education institutions nationwide. Chair Hosseini thanked President Thrasher for the university's assistance in working with Karen on these initiatives.

Dr. Ignash and Dr. Diane Chase, Vice Provost of the University of Central Florida, addressed the Program Alignment initiative conducted by the Council of Academic Vice Presidents Academic Coordination Project Work Group. The Work Group, which includes academic leaders from each university, meets four times a year and considers all new program approval requests and reviews all existing programs at every level on a three-year cycle to assess productivity.

The latest productivity review was conducted this year. The Work Group analyzed 1,796 programs by level and 6-digit CIP code to determine program alignment with institutional, Board of Governors, and state priorities and whether there is documented need and adequate resources for delivery of the program. Thresholds were set for the number of degrees produced within five years and 200 programs were identified as being below the thresholds in 2015. Data was presented comparing the 2015 review with the productivity review conducted in 2011. Of the 200 programs below the thresholds, 91 were retained, 7 were terminated, 60 were suspended, 21 were merged or consolidated, and 21 required additional follow-up with the universities. Any program that made the list for two review periods received extra scrutiny.

Dr. Chase commented on how well the review process works, both through increased collaboration among universities and the heightened program scrutiny exercised by the individual boards of trustees. She also emphasized that the process of terminating a program or changing program curricula takes time because they have to ensure there is no adverse impact to students enrolled in the programs.

Brittany Davis and Nicole Yucht, Interim Assistant Vice President for Marketing and Communications, University of Florida, addressed Chair Hosseini's challenge to develop a collective marketing strategy for showcasing the talent and strengths of the State University System to the business community. The unified marketing campaign developed in conjunction with university communications and marketing

representatives is called “Think Florida – A Higher Degree for Business.” The goals of the campaign are to enhance statewide and national recognition of the state universities, build synergies with Florida businesses, and attract new businesses to Florida. The team is working with Enterprise Florida, the Department of Economic Opportunity, and the Florida Chamber on how to actively promote the State University System as a state asset. The campaign will be rolled out in a phased approach starting with a new website that will serve as a portal for businesses to locate information about the universities, their research, talent, and economic impact. The website goes live in October and a social media campaign will be launched in November. In addition, the Chancellor will be promoting the campaign in events around the state.

Chancellor Criser concluded his report by thanking staff for their commitment to elevating the System to the top of the pack, and for the continued effort and dedication it will take to maintain that position.

3. Approval of Meeting Minutes

A. Board of Governors Meeting held June 18, 2015

Mr. Levine moved the Board approve the Minutes of the meeting held on June 18, 2015, as presented. Mr. Kuntz seconded the motion, and the members concurred unanimously.

4. Public Comment

Chair Hosseini asked the Board’s General Counsel Vikki Shirley if there were any requests for public comment for items on the Board’s agenda. Ms. Shirley stated no requests for public comment were received.

5. Adult Literacy \$7 Million Global Competition

Chair Hosseini welcomed Liza McFadden, the President and CEO of the Barbara Bush Foundation for Family Literacy, who presented information on a global competition being sponsored by the Barbara Bush Foundation, the Dollar General Literacy Foundation, and XPrize to address adult literacy in the United States. Ms. McFadden explained adult literacy is declining in the United States and in an effort to address this growing concern, \$7 million in prize money will be awarded to the teams that can develop a software application which can teach adults to read, and to the city which can best implement the application among its residents. Teams have until December 10, 2015, to register and then one year to develop the software. Ms. McFadden brought this

informational item to the Board to encourage universities, working with their business partners, to participate in the competition. Chair Hosseini thanked her for sharing this exciting opportunity.

6. Confirmation of Reappointment of the President for University of West Florida

Chair Hosseini stated the Board of Trustees of the University of West Florida unanimously extended President Bense's contract through December 31, 2016. The Chair of the UWF Board, Mr. Lewis Bear, could not appear today but had submitted a request for the Board to confirm President Bense's reappointment, together with a summary of President Bense's accomplishments and the key contract terms. Chair Hosseini thanked President Bense for her support of performance funding and for initiating changes at the university to improve on the performance funding metrics.

Mr. Levine moved that the Board confirm the reappointment of Dr. Bense as President of UWF. Mr. Tripp seconded the motion, and the members concurred unanimously. President Bense thanked the Chair and the Board for their support.

7. Health Initiatives Committee Report

Chair Hosseini called on Mr. Morton for the Health Initiatives Committee report. Mr. Morton stated the Committee received a presentation from Amy Beaven on the key findings of this year's environmental scan. The final report includes information from national and state trends in health care delivery as well as the results of a survey on the State University System's provision of care and changes in health care training.

Mr. Morton reported the Committee's data analyses in the areas of workforce gaps, health-related research, and health care delivery are documented in three reports:

Report #1: Workforce Gaps in Health Care

Among the 21 health care occupations that were studied as part of the workforce gap analysis, there is a definite shortage of physicians and nurses. Conversely, physical therapists, occupational therapists, pharmacists and veterinarians are currently right-sized because of the number of new licensees moving to Florida, although these occupations should be monitored to determine whether in-migration levels decline in the future. Dentists, marriage and family counselors, rehabilitation counselors, and art and music therapists are also right-sized because of new programs starting up or due to supply from other sources.

Report #2: Health Care Research

For health-related research, he explained the Committee identified needs for additional faculty, facilities, and funding to adequately address over 25 areas of health research, including neuroscience, disease prevention/healthy lifestyles, health disparities among minorities, geriatrics, obesity, early and middle childhood health, mental and behavioral health, autism, genomic and personalized medicine. While the universities collaborate around research, some additional infrastructure investments would encourage greater collaboration and stimulate competition for additional funding.

Report #3: Health Care Delivery

In 2013-2014, the State University System provided almost 3 million patient visits and that number will continue to grow. The universities have developed innovative pipeline and training programs and health care services to meet the needs of the underserved. The following eight trends in health care delivery were identified as part of the environmental scan:

- (1) an increase in collaborative models of practice that require a patient-centered, team-based approach;
- (2) a change in training settings from traditional hospital-based to community-based settings;
- (3) greater employment of physicians in practices owned or managed by hospitals or other corporate organizations;
- (4) greater emphasis on value-based care and less on the fee-for-service outcome based reimbursement;
- (5) an expanded role for Advanced Registered Nurse Practitioners, physicians' assistants, and health care delivery personnel other than physicians;
- (6) an expanded role for technology in the delivery of health care;
- (7) the increasing acknowledgement of the importance of dental care as a key contributor to the overall health of the community; and
- (8) the emergence of personalized medicine and pharmacogenomics.

In addition, payment reform is an underlying theme for each of these health care delivery trends. These key take-aways from the environmental scan will be used to guide the development of the State University System's Strategic Plan for Health. Lastly, Mr. Morton noted that while we are currently right-sized on dental care, if Medicare covered dental care as it currently covers other aspects of health care, the demand for dental care will quintuple. Therefore, it is imperative to remain watchful for future developments in the third-party reimbursement framework.

8. Innovation and Online Committee Report

Chair Hosseini called on Mr. Lautenbach for the Innovation and Online Committee report. Mr. Lautenbach stated the Committee received a status report from staff on its top five priorities and progress is being made on each priority. A workshop will be held at the November meeting to discuss the draft plan prepared by the Task Force for Strategic Planning for Online Education. Mr. Lautenbach anticipates a good discussion on the future of online education over the next ten years and invited members to participate.

The Committee also heard from UF Online. The 2014-2015 annual report was compared to the comprehensive business plan the Board approved two years ago. UF Online is basically on track with its objectives and its plan to increase the number of out-of-state students enrolling. The Committee also recommended to the Budget Committee that legislative budget requests be approved for an Integrated Library System and for electronic resources for libraries.

9. Strategic Planning Committee Report

Chair Hosseini called on Mr. Morton for the Strategic Planning Committee report.

A. Approval, University Work Plan Follow-up: FAMU Work Plan; FAMU Plan to Improve Graduation Rates and Employability of Graduates

Mr. Morton stated the Committee reviewed a revised 2015 Work Plan for Florida Agricultural and Mechanical University. Mr. Morton reminded members that, at the June meeting, concerns were expressed that the Work Plan demonstrated incremental rather than transformational change and the university was directed to return in September with a revised Work Plan. Mr. Morton commented the revised Work Plan was very transformational and thanked President Mangum and Mr. Montgomery, the FAMU Board Chair, for their efforts. Mr. Morton then moved for approval of the 2015-2016 portion of the 2015 FAMU Work Plan, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and acceptance of the out-year portion of the Work Plan, which was seconded by Mr. Tripp.

Ms. Link asked whether the commitment to the Work Plan is contingent upon FAMU receiving a \$15 million appropriation. President Mangum responded the Work Plan does require additional resources and they are committed to achieving the objectives in the Work Plan. Ms. Link said she could not support the plan since the other universities were not provided with additional resources to achieve the objectives of their work plans. Mr. Hosseini agreed and asked Mr. Montgomery if the Work Plan is contingent

upon receiving additional funding, noting that no other university had received additional funding to meet the performance funding metrics. Mr. Montgomery said the FAMU Board of Trustees approved the Work Plan with the understanding university administration had engaged individual members of the Board of Governors, and it was on this basis that the FAMU Board approved the plan, with the expectation of obtaining approval from this Board. Ms. Link expressed concern about voting to approve the Work Plan if it is contingent upon FAMU receiving an additional appropriation.

Mr. Levine said he had met with Provost David and was enthusiastic about the revised Work Plan, but was not aware that a \$15 million legislative budget request was tied to the plan. He applauded President Mangum on the Pennsylvania study she referenced yesterday, which focused on cost per degree and college readiness. Applying that to FAMU, he noted the average loan amount for a FAMU student was \$6200 as compared to \$3700 for the System, and that 86% of FAMU baccalaureate degree graduates leave with debt. He is concerned that students are entering FAMU who are not college ready and then leave with debt, noting that the loan default rate for those students is triple the System average. Mr. Levine implored FAMU to work with the Board so FAMU and its students can achieve the enormous potential that exists, and for the university to provide the resources students need rather than spending those funds on remediation which can be provided by the Florida College System.

Mr. Kuntz commented that he could not vote for the revised Work Plan if it was contingent upon receipt of additional funding, but he also can't accept going back to the goals set in the initial Work Plan presented in June. Ms. Frost likewise was not aware the revised Work Plan was contingent upon receipt of additional resources, but stated President Mangum had indicated to her additional resources were needed if FAMU was to achieve the goals in the revised Work Plan.

Chair Hosseini called on President Mangum for a response. President Mangum said they did not develop the revised Work Plan contingent on receipt of additional resources, but that they did recognize the opportunity to ask for additional funding through the legislative budget request process. She also expected the performance funding model to yield additional resources if they make progress on their scores. The president reiterated that FAMU was charged to remediate students and provide an opportunity for low income students. For clarification, Chair Hosseini asked whether the approval of the revised Work Plan was not subject to receipt of additional funding. President Mangum responded in the affirmative. Mr. Montgomery replied the FAMU Board was presented with a legislative budget request that laid out additional funds to achieve the goals, but indicated he will ask the university administration to provide internal funding so the goals will be met.

Chair Hosseini stated that the Board will hold the FAMU Board accountable and he appointed Mr. Levine to work with President Mangum and the FAMU Board to make

sure FAMU stays on course with the goals in the revised Work Plan. Mr. Levine indicated he was enthusiastic about working with FAMU, but suggested they reconsider their mission as they go through the strategic planning process to determine if the same thing applies today given the changes that have occurred in higher education. Both President Mangum and Mr. Montgomery reiterated that the revised Work Plan is not subject to any additional funding. Ms. Link inquired whether procedurally there was an issue with Board approval if the vote by the FAMU Board was different. Mr. Montgomery clarified that the FAMU Board's approval of the Work Plan was not subject to the availability of additional funds.

The pending motion was then put to a vote and the members unanimously approved the revised Work Plan subject to the limitations stated in Mr. Morton's motion.

Mr. Morton next reported on the Committee's consideration of FAMU's plan to improve graduation rates and employability of graduates. Specific Appropriation 138 in the General Appropriations Act provided \$1,000,000 to FAMU to implement such a plan, subject to the approval of the Board of Governors. After questions by Committee members regarding the intended use of the funds, the Committee approved the plan for consideration by the full Board. Mr. Morton moved approval of the plan and the allocation of \$1,000,000 from Specific Appropriation 138 to the university. Mr. Tripp seconded the motion, and the members concurred unanimously.

Finally, Mr. Morton reported the Committee continued the discussion on State University System affordability and Chancellor Criser proposed some potential actions that could be taken to address affordability gaps. The policy options will be shared with the universities for feedback, with the expectation to present a proposal for action at the next meeting.

10. Academic and Student Affairs Committee Report

Chair Hosseini recognized Mr. Tripp to report on the Academic and Student Affairs Committee.

A. Approval, University of South Florida Morsani College of Medicine Type I Campus

Mr. Tripp moved that the Board approve establishment of a Type I Campus for the University of South Florida Morsani College of Medicine in Tampa, Florida. Dr. Carter seconded the motion, and the members concurred unanimously.

- B. Approval, Amended Board of Governors Regulation 6.015 Student Conduct Code and Discipline

Mr. Tripp moved approval of amended Board of Governors Regulation 6.015, Student Conduct Code and Discipline. Mr. Kuntz seconded the motion, and the members concurred unanimously.

- C. Approval, Amended Board of Governors Regulation 7.005 Residency for Tuition Purposes; and Rule 72-1001 Residency for Tuition Purposes

Mr. Tripp moved approval of amended Board of Governors Regulation 7.005, Residency for Tuition Purposes, Rule 72-1.001 Residency for Tuition Purposes, and the revised Residency Declaration. Mr. Kuntz seconded the motion, and the members concurred unanimously.

11. Facilities Committee Report

Chair Hosseini called on Mr. Huizenga for the Facilities Committee report. Mr. Huizenga said the Committee considered several items that require Board approval.

- A. Approval, Public Private Partnership Guidelines

Mr. Huizenga moved that the Board adopt the Public Private Partnership Guidelines, as approved by the Facilities Committee. Dr. Robinson seconded the motion. Chair Hosseini recognized Mr. Ben Watkins, the Director of the Florida Division of Bond Finance, and thanked him for working with the Board on the guidelines. Chair Hosseini noted the importance of having guidelines for these projects, but clarified that should a project fall outside of the guidelines, the project should still be brought to the Board for consideration in light of the Board's collective experience in this area. Chair Hosseini called for a vote and the motion was approved unanimously.

- B. Approval, 2015-2016 CITF Project Allocations

Mr. Huizenga moved approval of the 2015-2016 University CITF Project Allocations in the amount of \$32,091,155. Dr. Carter seconded the motion and the members concurred unanimously.

- C. Approval, 2016-2017 SUS Fixed Capital Outlay Legislative Budget Request

Mr. Huizenga moved approval of the 2016-2017 SUS Fixed Capital Outlay Legislative Budget Request, explaining this is the initial budget and that a final budget will be adopted in November following a workshop on September 22 to review all projects and

the results of the next PECO revenue estimating conference. Dr. Carter seconded the motion, and the members concurred unanimously.

12. Budget and Finance Committee Report

Chair Hosseini recognized Mr. Kuntz for the Budget and Finance Committee report. Mr. Kuntz reported the committee had several items requiring Board approval.

A. Approval, Amended Board of Governors Regulation 7.008 Waiver and Exemptions of Tuition and Fees

Mr. Kuntz moved approval of amended Regulation 7.008 Waiver and Exemptions of Tuition and Fees. Mr. Tripp seconded the motion, and the members concurred unanimously.

B. Approval, 2015-2016 State University System Operating Budget

Mr. Kuntz moved approval of the 2015-2016 University operating budget as presented. Mr. Tripp seconded the motion, and the members concurred unanimously.

C. Approval, 2015-2016 Board General Office Budget

Mr. Kuntz moved approval of the 2015-2016 operating budget for the Board office and to authorize the Chancellor to make budgetary changes as necessary to operate the office. Mr. Tripp seconded the motion, and the members concurred unanimously.

D. Approval, 2016-2017 State University System Legislative Budget Request

Mr. Kuntz moved approval of the 2016-2017 legislative budget request for the State University System, and to authorize the Chancellor to make technical changes as necessary. Mr. Tripp seconded the motion, and the members concurred unanimously.

E. Approval, 2016-2017 Board General Office Legislative Budget Request

Mr. Kuntz moved approval of the 2016-2017 legislative budget request for the Board office, and to authorize the Chancellor to make technical changes as necessary. Mr. Tripp seconded the motion, and the members concurred unanimously.

13. Nomination and Governance Committee Report

Chair Hosseini moved that Nicole Washington be appointed to the Florida A&M University Board of Trustees subject to Senate confirmation and Ms. Washington attending an orientation session. Mr. Kuntz seconded the motion, and the members concurred unanimously.

14. Concluding Remarks and Adjournment

Chair Hosseini reported the Facilities Committee and the Budget and Finance Committee will hold workshops on September 22nd at the Hyatt Regency Orlando International Airport. The Trustee Summit will be held on November 4th and 5th at FIU in conjunction with the regular Board meeting. The theme for this year's Summit is *Excellence Through Innovation*.

Having no further business, the meeting was adjourned at 12:16 p.m. on September 3, 2015.

Mori Hosseini, Chair

Vikki Shirley,
Corporate Secretary