Research Assistance for the Board of Governors Strategic Planning Process:
Compilation of Analyses That Compare Board of Governor Goals and Institutional Plans

Presented by:
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MGT of America
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Presentation Overview

- Background
- Scope
- Organization of Deliverable
- Findings
- Challenges
- Short-term Actions
- Strategies
- Costs
Background

- BOG strategic plan in Y-Axis document
  - Establishes goals for the SUS (2003-04 through 2012-13)
- BOG degree production goals for 2012-13
  - Attain national average in degrees awarded per 18-44 population by level
  - Absorb high school graduates at forecasted rate of graduation
  - Award 50% of all degrees in 9 targeted program areas
- BOG goal for building world-class academic programs and research capacity

Background

- Universities submitted plans (June 2004) for each year between 2003-04 and 2012-13 to include:
  - Degree production by level
  - Degree production by major
- Universities submitted plans for research goals (October 2004)
Scope of Services

- MGT of America, Inc. retained to assist in analysis, including:
  - Compare BOG goals and university plans for degree production
    - By level
    - In targeted programs
  - Identify challenges in achieving BOG goals for SUS
  - Examine goals for building world-class academic programs and research capacity

Scope of Services

- Propose potential strategies BOG might adopt to achieve SUS goals
- Estimate average operating cost per degree and average capital investment per degree
  - Calculate operating cost and capital investment to achieve BOG goals
  - Calculate operating cost and capital investment to achieve university plans
- Compile summary of university plans related to expanded research capacity
Organization of Deliverable

- Compilation of analyses focusing on:
  - General overview of findings
  - Challenges
  - Strategies
  - Costs/investment
- High level analysis in Executive Summary and Overview
- Detailed analyses for goals:
  - Degree production by level
  - Degree production by target area & level
  - Estimated costs/investment

Findings — University Plans for 2012-13

- Closely match overall BOG goals for 3 degree levels
  - Bachelor’s degrees
  - Master’s degrees
  - First Professional degrees
- Greatly exceed 2012-13 BOG goals for doctoral degree production
- Fall short of BOG goal for targeted programs by 3,101 degrees
- Show varying degrees of aggressiveness for growth in degree production through 2012-13
Findings – Degree Production Across All Programs

2012-13

Findings – Degree Production in Targeted and Nontargeted Programs

2012-13
Findings – Degree Production in Targeted Programs by Level

<table>
<thead>
<tr>
<th>Level</th>
<th>BOC Goal</th>
<th>University Plans</th>
<th>Difference</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's</td>
<td>51,522</td>
<td>57,343</td>
<td>(5,821)</td>
<td>-11.5%</td>
<td></td>
</tr>
<tr>
<td>Targeted</td>
<td>51,522</td>
<td>57,343</td>
<td>(5,821)</td>
<td>-11.5%</td>
<td></td>
</tr>
<tr>
<td>Nontargeted</td>
<td>29,364</td>
<td>32,101</td>
<td>2,737</td>
<td>9.3%</td>
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<tr>
<td>Master's</td>
<td>17,845</td>
<td>19,425</td>
<td>1,580</td>
<td>8.9%</td>
<td></td>
</tr>
<tr>
<td>Targeted</td>
<td>8,006</td>
<td>8,790</td>
<td>(784)</td>
<td>-9.8%</td>
<td></td>
</tr>
<tr>
<td>Nontargeted</td>
<td>6,939</td>
<td>10,634</td>
<td>3,695</td>
<td>51.9%</td>
<td></td>
</tr>
<tr>
<td>Doctoral</td>
<td>1,508</td>
<td>3,291</td>
<td>1,783</td>
<td>118.2%</td>
<td></td>
</tr>
<tr>
<td>Targeted</td>
<td>753</td>
<td>1,793</td>
<td>1,040</td>
<td>138.7%</td>
<td></td>
</tr>
<tr>
<td>Nontargeted</td>
<td>755</td>
<td>1,488</td>
<td>733</td>
<td>58.9%</td>
<td></td>
</tr>
<tr>
<td>First Professional</td>
<td>2,279</td>
<td>2,283</td>
<td>15</td>
<td>0.7%</td>
<td></td>
</tr>
<tr>
<td>Targeted</td>
<td>2,202</td>
<td>2,193</td>
<td>19</td>
<td>-0.4%</td>
<td></td>
</tr>
<tr>
<td>Nontargeted</td>
<td>77</td>
<td>100</td>
<td>24</td>
<td>31.8%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>80,253</td>
<td>82,351</td>
<td>2,098</td>
<td>2.6%</td>
<td></td>
</tr>
<tr>
<td>Targeted</td>
<td>41,120</td>
<td>38,018</td>
<td>3,102</td>
<td>-7.5%</td>
<td></td>
</tr>
<tr>
<td>Nontargeted</td>
<td>39,133</td>
<td>44,333</td>
<td>5,199</td>
<td>13.7%</td>
<td></td>
</tr>
</tbody>
</table>

Findings – Projected Growth Rate in Total Degree Production

1994-95 to 2012-13

[Graph showing projected growth rate in total degree production from 1994-95 to 2012-13 with various lines representing different institutions or programs.]
### Findings – New Programs Planned by Universities

2003-04 to 2012-13

<table>
<thead>
<tr>
<th>Degree Level</th>
<th>Targeted</th>
<th>Nontargeted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's</td>
<td>14</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>Master's</td>
<td>10</td>
<td>19</td>
<td>29</td>
</tr>
<tr>
<td>Doctoral</td>
<td>16</td>
<td>17</td>
<td>33</td>
</tr>
<tr>
<td>First Professional</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46</strong></td>
<td><strong>51</strong></td>
<td><strong>91</strong></td>
</tr>
</tbody>
</table>

### Findings - Carnegie Classifications

- **Doctoral/Research Universities—Extensive**
  - typically offer a wide range of baccalaureate programs
  - committed to graduate education through the doctorate
  - award 50 or more doctoral degrees per year across 15+ disciplines

- **Doctoral/Research Universities—Intensive**
  - typically offer a wide range of baccalaureate programs
  - committed to graduate education through the doctorate
  - Award 10 doctoral degrees/year across 3+ disciplines, OR 20+ doctoral degrees/year overall

- **Master's Colleges and Universities I**
  - typically offer a wide range of baccalaureate programs
  - committed to graduate education through the master's degree

- **Master's Colleges and Universities II**
  - typically offer a wide range of baccalaureate programs
  - committed to graduate education through the master's degree
Findings - Carnegie Classifications

- **Baccalaureate Colleges—Liberal Arts**
  - primarily undergraduate colleges with major emphasis on baccalaureate programs

- **Baccalaureate Colleges—General**
  - primarily undergraduate colleges with major emphasis on baccalaureate programs.

- **Baccalaureate/Associate's Colleges**
  - undergraduate colleges where majority of conferrals are below baccalaureate level (associate's degrees and certificates)

- **Associate's Colleges**
  - offer associate's degree and certificate programs but, with few exceptions, award no baccalaureate degrees

- **Specialized Institutions**
  - offer degrees ranging from the bachelor's to the doctorate typically award majority of degrees in a single field

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Findings - Carnegie Classifications

<table>
<thead>
<tr>
<th>2003-04</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Doctoral/Research - Extensive</strong></td>
<td><strong>Doctoral/Research - Extensive</strong></td>
</tr>
<tr>
<td>Florida International University</td>
<td>Florida International University</td>
</tr>
<tr>
<td>Florida State University</td>
<td>Florida State University</td>
</tr>
<tr>
<td>University of Florida</td>
<td>University of Florida</td>
</tr>
<tr>
<td>University of South Florida</td>
<td>University of South Florida</td>
</tr>
<tr>
<td>Florida Atlantic University</td>
<td>Florida Atlantic University</td>
</tr>
<tr>
<td>University of Central Florida</td>
<td>University of Central Florida</td>
</tr>
<tr>
<td><strong>Doctoral/Research - Intensive</strong></td>
<td><strong>Doctoral/Research - Intensive</strong></td>
</tr>
<tr>
<td>Florida A&amp;M University</td>
<td>Florida A&amp;M University</td>
</tr>
<tr>
<td>Florida Gulf Coast University</td>
<td>University of North Florida</td>
</tr>
<tr>
<td>University of North Florida</td>
<td>University of West Florida</td>
</tr>
<tr>
<td>University of West Florida</td>
<td><strong>Master's 1</strong></td>
</tr>
<tr>
<td>Florida A&amp;M University</td>
<td>Florida Gulf Coast University</td>
</tr>
<tr>
<td>Florida Gulf Coast University</td>
<td>Florida A&amp;M University</td>
</tr>
<tr>
<td><strong>Baccalaureate - Liberal Arts</strong></td>
<td><strong>Baccalaureate - Liberal Arts</strong></td>
</tr>
<tr>
<td>New College of Florida</td>
<td>New College of Florida</td>
</tr>
<tr>
<td>New College of Florida</td>
<td>New College of Florida</td>
</tr>
</tbody>
</table>
Findings – Research Expenditures

- Universities plan total sponsored research spending increase by 2012-13 – 81%
- BOG goal – 130%
- Institutional plans – $236M short of goal

Challenges – Overall Degree Production by Level

- Need for additional opportunities to produce 1,279 more bachelor’s degrees
- University plans exceed BOG goals at grad level, fall short at undergrad level
- Some universities will double in size
Challenges – Degree Production in Targeted Programs

- Several universities plan low growth in bachelor's & master's degree production in some targeted programs
- Growth plans for several targeted programs rely on 1 or 2 universities
- Mission changes inherent in plans for doctoral degree production

Challenges – Financial

- Fiscal resources unlikely to be available to achieve planned expansion
- BOG will need to ensure available fiscal resources are directed to degree levels with greatest need
Challenges - Other

- Geographic access to university programs may be inadequate
- Need for additional means to attract $236M in sponsored funding for research
- Expectations for a research mission needs to be clarified

Short-term Actions -- Degree Production Across All Levels

- Develop annual performance monitoring system for degree production
- Provide universities with guidance to develop more appropriate growth goals by level (more/less aggressive)
- Reduce number of new doctoral programs
Short-term Actions – Degree Production in Targeted Programs

- Reprioritize growth plans to focus on targeted programs
- Establish high standards of need for new professional degree programs
- Propose to the BOG a revised set of targeted goals

Short-term Actions - Other

- Analyze college participation rates at each level by county to determine geographic access
- Propose plans for development of branch campuses &/or new institutions for areas with access issues
- Develop plans for channeling enrollment growth toward lower cost campuses
Strategies

- Develop funding recommendations that provide financial incentives for growth in degree production by level consistent with BOG goals
- Refine program approval processes to discourage growth in degree production in non-priority program areas
- Ensure geographic access to degree programs throughout the state

Operating Cost Estimates

- Direct instructional costs estimated to increase significantly beyond inflation adjustments (based on current year dollars):
  - $873M more per year for 2012-13 university plans
    - Average annual increase of 4.2%
  - $694M more per year for 2012-13 BOG goal
    - Average annual increase of 3.5%
- Principal factor in cost difference:
  - University plans include 1,783 doctoral degrees > BOG 2012-13 goal
  - Results in $176M increase in operating funds (2012-13)
Capital Investment Projections

- Significant investment in new construction (based on current year dollars)
  - $2.1 billion for 2012-13 university plans
  - $1.4 billion for 2012-13 BOG goal
    - $955M related to increase in bachelor’s degrees

- Principal factor in investment difference:
  - University plans include 1,783 doctoral degrees > 2012-13 BOG goal
  - Results in $653M increase in capital investment (2012-13)

Summary

- Need for additional opportunities to produce 1,279 more bachelor’s degrees
- Need for additional bachelor’s & master’s degree production in some targeted programs
- Geographic access to university programs may be inadequate
- BOG will need to ensure available fiscal resources are directed to degree levels with greatest need
Questions and Discussion