

*Forward by Design:*  
**Strategic Initiatives for the Long-Term Master Plan**

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**Chancellor**

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**The Context:**

**Fall Behind in Almost Every Category of Comparison**

- Only one public institution ranked in top 25 publics (UF)
- Only one institution in Association of American Universities (UF)
- Few faculty are members of the National Academy (less than 25 in entire state)
- Less federal research expenditures in SUS than those at the University of Washington alone
- At the bottom in student-faculty ratios

**The Context:**  
**Low Education Attainment Levels**

- 46th in bachelor's degrees awarded per capita
- 2.5 million adults – 27% of 25-64 population – have a bachelor's degree or higher vs. 33% in 10 states with highest GDP per capita
- Economic impact:
  - Actual size of Florida's economy: \$610 billion
  - If Florida were a top-10 state: \$790 billion
  - Productivity gap: -\$180 billion
- 4 million adults with bachelor's degrees to reach 33% by 2027 – 1.5 million more than today

**The Context:****Inflation + Enrollment Growth = 20% Less Funding Per Student**

After adjusting for inflation, the State University System's 2007-08 budget, before pending cuts, would move the universities almost to the level of funding per student of two years earlier but would leave the universities at a per-student funding amount that is nearly \$2,900 below 1989-90, the peak level in the last two decades. With a proposed 4% budget cut, the universities will be \$3,200 below the funding level of 1989-90.

## **What Do We Recommend?**

- I. Improve quality
- II. Increase baccalaureate degree production
- III. Provide appropriate and predictable funding

## **I. Improve quality**

- Freeze the current number of state universities that offer graduate programs
- Approve strategic planning compacts with each university emphasizing performance and improvement
- Focus on distinctive missions and strengths
- Limit duplication in new graduate program approval
- Strengthen program review – eliminate unproductive programs

## **II. Increase baccalaureate degree production**

- Fund performance in degree production
- Plan for new baccalaureate institutions in the SUS
- Create new models by working with other sectors – more not less collaboration with community colleges
- Improve readiness and success of minority populations – close the achievement gap
- Increase collaborative distance education

### **III. Provide appropriate and predictable funding**

- Expand need-based aid to eligible students to improve access and affordability
- Increase undergraduate in-state tuition to national average (use revenues to improve undergraduate quality)
- Revise funding formula to focus on outcomes (will also fund enrollment growth)
- Fund targeted investments in graduate programs and research and commercialization

## **Proposed Board Action**

Move that the Board adopt the following three strategic initiatives as the core of its master plan:

- I. Improve Quality**
- II. Increase Baccalaureate Degree Production**
- III. Provide Appropriate and Predictable Funding**

...and direct the Chancellor to bring to the Board at its December meeting a detailed implementation plan for these initiatives, including specific action steps, timelines, responsible party(ies), metrics for accountability, and costs or savings estimates.