

MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
ACADEMIC PROGRAMS/STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
LIVE OAK BALLROOM
ORLANDO, FLORIDA
JUNE 19, 2008

Mr. Dasburg convened the meeting of the Academic Programs/Strategic Planning Committee of the Board of Governors at 8:45 a.m., in the Live Oak Ballroom, University of Central Florida, Orlando, Florida, June 19, 2008, with the following members present: Ann Duncan, Dr. Stanley Marshall, Sheila McDevitt, Ava Parker, Tico Perez, John Temple, Norman Tripp, and Dr. Zach Zachariah. Other members of the Board also present were: Dr. Arlen Chase, Arthur "AJ" Meyer, Carolyn K. Roberts and Commissioner Eric Smith.

1. Approval of Minutes of Meeting held January 24, 2008

Mr. Perez moved that the Committee approve the Minutes of the Meeting held January 24, 2008, as presented. Ms. McDevitt seconded the motion, and members of the Committee concurred.

2. Appropriate and Predictable Funding

Mr. Perez reported that Dr. Nate Johnson had updated the Budget Committee earlier that morning on the work being done to achieve appropriate and predictable funding. He said this needed to be an open process in order to be successful in the future. He said staff were also working with the Governor's Office and legislative staff to develop this better funding process. Mr. Dasburg said this was an exciting project and important to this Committee to understand how the funding formula fits into the Board's strategic directions.

3. Mid-Term Review of Assumptions for 2005-2013 BOG/SUS Strategic Plan

Dr. Nate Johnson provided a review of the assumptions underlying the goals set in the 2005-2013 Strategic Plan, some of which had changed since the Plan was adopted on June 9, 2005. He said the goals stated for 2012-2013 were based on improving national competitiveness. He said that one of the main factors in reviewing degree production was that the U.S. Department of Education had increased its projections of the number of degrees awarded per capita in 2012-13. He described additional factors, e.g., Florida's population projections for 2012-13 had increased. He said the SUS share of degrees had changed. The share was lower than estimated for bachelor and master's,

but higher for first professional. In addition, the community college bachelors degrees were growing faster than projected.

He said another assumption made in the 2005 Strategic Plan was that emerging technology doctorates would increase with growth in research expenditures. As research expenditures increased, the goal would have to be increased as well. He said in access and diversity of the SUS, the goal had been that graduates from the System should reflect the state population. He said the System goals appeared to be unrealistic by 2012-13. He said the state continued to work with the Education Trust to try to reduce the gaps in certain measures of success rates. He said the System goals in meeting statewide professional and workforce needs were established based on university input rather than on national comparisons. He said the compact process would provide the opportunity to revisit the goals and the institutional areas of emphasis.

In the goal relating to research expenditures, Dr. Johnson said the goal was to reach the national average. He said nationally, research expenditures per capita were up compared to the baseline year in the Strategic Plan. He said the SUS was now responsible for a larger share of the state's research than in the baseline year. There was no need to revisit the goal for faculty productivity as faculty productivity was already at the national average. He commented that reducing the student faculty ratio would lead to an increase in faculty productivity.

In the goals related to World Class programs, the patents awarded per 1000 faculty remains higher than the national average, though the small number of faculty makes Florida low on a per capita basis. He said National Research Council rankings would not be released until September. As to the Centers of Excellence, there were now a total of nine centers, six were new since 2005, each with their own measurable objectives. He noted that goals relating to institutional objectives and forms of recognition would be addressed in the university compacts. He said the intent was to use the compact process to reassess what was possible and to link statewide goals to local goals and actions. He noted that the Board would also continue working with political and business leaders to identify major long-term statewide needs and objectives.

Mr. Dasburg commented that the heart of the goal process was funding; goals would not be achieved if funding were not achieved. He said they should introduce Legislators to this material, since just to achieve average requires a great deal of additional funding. He said it was key to tie the message about the funding needed to achieve these System goals. He said he would also ask Chancellor Rosenberg to meet with the Chancellor of Community Colleges to understand these numbers.

Ms. McDevitt inquired whether there was anything in the legislation regarding the new state colleges establishing any coordinating body between this Board and the

community colleges to ensure consistency of the programs. Dr. Rosenberg said the Task Force on State Colleges included community college presidents and one of the SUS presidents. The Task Force was discussing the parameters as to how the college system would work.

Commissioner Smith said he served as Chair of the Task Force and expected to complete the report in January. He said there would be recommendations on coordination and on processes for program approval. He said there was a parallel pilot group of state college presidents who were also working on developing recommendations on this new state college system. He said both groups would be meeting over the coming six months. Ms. McDevitt inquired whether the Task Force had been statutorily created. Dr. Rosenberg said it had been.

4. SUS Areas of Programmatic Strategic Emphasis

Mr. Dasburg explained that the current Strategic Plan identified primary categories of programmatic strategic emphasis for the targeting of degree programs, i.e., education, health professions, economic development:/ emerging technologies, and high-wage/high-demand jobs.

He recognized Mr. Richard Stevens, Board staff, who introduced Ms. Sena Black, Senior Vice President, Enterprise Florida, Inc. Ms. Black explained some of the key challenges for Florida's future. She said it was important to diversify the economy. She noted that Florida traditionally created more jobs than the national average, that Florida was a "job engine," but the Achilles heel to this was the quality of the jobs. She said the challenge was to develop more high wage/high talent jobs rather than the low skill/low wage jobs. She said the future was more and more dependent on knowledge-based jobs. She noted the importance of high performance clusters, which were dynamic with emerging technologies. She said Enterprise Florida was taking the long view for Florida's workforce needs. She reviewed the "targeted clusters," as follows: the life sciences, aviation/aerospace/space, homeland security/defense, information technology, financial and professional services, and clean energy.

She explained that life sciences was a broad category with potential for huge growth in the global marketplace. This area was driven by scientific advancement. She commented that there was a large market for aviation and aerospace. She said that studies related to homeland security would be huge with opportunities for links between industry and research and development. She commented that clean energy was a market being driven by government action. This presented an opportunity to grow an industry which was at a nascent stage. She said that Florida could be the "silicon valley" of clean energy research and technology. Environmental technology could hold as much promise as clean energy in terms of demand for "green design" and recycling and the development of pollution technologies.

Ms. Black said that Florida's leadership for the 21st Century Innovation Economy would depend on a very strong connection of critical economic development and education. She said higher education was important to the research and development of new technologies and the development of a talented workforce for all these new areas.

Dr. Rosenberg said the development of talent was a number one issue for Florida. Talent was needed for today and for the long-term, as well as for research and development long-term.

Dr. Rosenberg inquired about the extent to which Florida could rely on an import strategy for its needed talent and the viability of that strategy as opposed to a focus on developing talent within the state. Ms. Black said the import of talent might help in the short term but it was not viable long-term. The state needed to develop its own talent pool to be able to adjust quickly to the changing dynamics. Mrs. Roberts said it was important for the University System to be part of the solution.

Mr. Stevens reviewed the areas of programmatic strategic emphasis currently identified in the Strategic Plan. The economic development/emerging technologies area was divided into six sub-categories. He said staff had reviewed key reports of many groups and workforce data, including the Council of 100, 2006 Report; the Chamber of Commerce, Cornerstone Report; Workforce Florida, Inc., Targeted Industries; Agency for Workforce Innovation and U.S. Department of Labor; Florida Hospital Association and Florida Department of Health; State Board of Education; and FETPIP Data Tracking of SUS Graduates.

After reviewing all this workforce information, staff had merged key areas of programmatic strategic emphasis. He noted that there continued to be critical needs in education in discipline areas for middle school and high school teachers in math, science, language arts and reading, and for exceptional student education. He said critical needs in the health professions was based primarily on workforce projections by The Florida Hospital Association and the Florida Agency for Workforce Innovation. These organizations had identified the healthcare professions that were critical shortage areas in Florida. These organizations, and the Florida Center for Nursing, had also identified the shortage of nursing faculty.

Mr. Stevens said a new category of security and emergency services was proposed to address the needs of homeland security and disaster preparedness. This category would include degree programs associated with law enforcement and criminal justice. He said another new category would encompass economic development and globalization. He noted this was more of an over-arching concept, rather than a specific industry or occupational area. He commented that degree programs that assist in making the SUS globally competitive could be found throughout the System across many disciplines, but there were programs that directly supported globalization

through program graduates and focused research. He said previously a category had focused on economic development: high-wage/ high-demand. He said this did not appear to be relevant at the state level. In its place, there would be a category of economic development: regional workforce demand. He said this would direct the universities to engage with local industry and employers to identify academic programs in high demand.

Mr. Stevens explained the purpose for identifying areas of programmatic strategic emphasis was to align SUS goals with state economic and workforce needs through targeted degree programs. It would also serve as a key component of the university compacts with the Board, and as the framework for collaboration with other education sectors and research initiatives.

Ms. Parker inquired about "globalization." Mr. Stevens said this would encompass programs that should lead its graduates to competitiveness in the global economy. This might include programs in area and ethnic studies, with a focus on China or Southeast Asia, in which students learn the culture of the country, the language and the history of the country.

Dr. Chase said the Department of Defense had a \$50 million project involving the social sciences, including a project for anthropologists as the military needed to learn how to interact with indigenous populations and cultures.

Mr. Dasburg said he was trying to ascertain the role of this Board of Governors in addressing critical workforce needs or whether it was merely a bureaucracy and making no contribution. He said the Board of Governors and the Boards of Trustees should set goals for educating teachers and nurses and addressing other critical state needs and attempt to have the programs properly funded. He said the idea for the compacts with the universities was to address the notion of wasteful overlap. He said he wanted to be sure that the Board was not creating a bureaucracy which was not helpful to the universities. He inquired whether this labeling of degrees was helpful to the universities.

President Hitt said the Board of Governors could be helpful, while he agreed there was a certain amount of bureaucracy. He said the Board could help the universities understand statewide needs and how the universities could meet those needs. He said this provided the opportunity and the venue to discuss statewide needs and how each university contributed to meeting those needs. Dr. Marshall agreed and said this Board had a role in reviewing statewide needs. He commented that the state could not meet the needs for teachers and filled the need with teachers "imported" from other states.

Dr. Rosenberg inquired whether the Board was satisfied with the goal setting and the strategies. He said the Board's role was in setting the framework, the targets

and the process of alignment and adjustment. He said there needed to be a forum for figuring targets and goals and that this would happen as the universities began to align their own plans with the statewide Strategic Plan.

President Wetherell said this Board should address the broad range of policy issues. Universities had to be attentive to specific accreditation issues, which differed across the disciplines. The Board should have the broader discussions rather than be institution specific.

Dr. Marshall said he did not see this Board as imposing on the Boards of Trustees. He said the Board was offering background information which could be useful to the local boards.

Mr. Dasburg said he wanted to think the information was useful. The universities did know more than this Board on many issues. He said this exercise was to update the Board's goals, and at the highest level.

President Genshaft said the Task Force developing the state college system had been discussed earlier. She said this Board should also be working with it on areas of strategic emphasis.

Mr. Tripp said that going forward he would hope the relationship would be that it was okay for this Board and trustee boards to disagree but that there would be open discussions. He said a relationship dictated from the top would not work. He noted that "meddling" also did not work.

Ms. McDevitt noted that the universities had been involved in the development of the Strategic Plan. It had been designed to provide a framework for the individual institutional plans. She said it was important for all the universities to participate in the discussion.

Mr. Temple said that in a time of cutbacks, it was particularly important to target strategic areas. He said the Board had targeted programs in nursing, teaching and engineering. He said he had read that one university was targeting its engineering programs for major cutbacks. He wondered how the Board could be involved in that discussion given that engineering was targeted as a strategic area in its Strategic Plan.

Mr. Tripp said that he was not sure that every university could have a quality engineering program. The Board might need to select the one or two universities that had all the strengths of a quality program and let others concentrate in other areas. He said he was not sure that every university could be the best at everything it did.

Dr. Douglas Wartzok, FIU, said its Board of Trustees had decided to terminate one of the engineering departments. He said with the budget reductions, FIU could not

be good in all areas, so the decision was made to cut a program to be able to achieve excellence in the others.

Mr. Dasburg commented that Mr. Tripp's statement was a high level strategic observation. He said that comment would require this Board and all the universities to think about each university embarking on a mission. He said he was interested in this as a part of the compact process.

Mr. Dasburg said the Board was still grappling with goal setting and seeing what it meant to set goals for the State University System. He said he felt some reassurance that the work of the Board's early years was still working. Mr. Tripp said he had some sense of the magnitude of the dollars spent chasing after great programs and how difficult that was to achieve. He said it was critical to spend the funds properly.

Dr. Marshall said he saw an expanded role for the Board of Governors if the Board were serious about developing the strengths of new programs. He said this would require careful coordination with the Boards of Trustees and being respectful of their roles. Mr. Dasburg said this would be an integral part of the compact exercise.

Ms. Parker added that she believed that all the universities would all have certain core programs.

5. Requests for Program Terminations: Ed.D. and Ph.D., Student Personnel in Higher Education, UF; and Ed.D. and Ph.D., Foundations of Education, UF

Mr. Dasburg said the Committee had two consent items for Board approval relating to the termination of doctoral programs at the University of Florida. He said he had been assured that the needs of students currently enrolled in the programs would be met. He moved that the Committee approve the requests to terminate the Ed.D. and the Ph.D., Student Personnel in Higher Education, UF, CIP Code 13.1102, and the Ed.D. and the Ph.D., Foundations of Education, UF, CIP Code 13.0901, as presented. Ms. Duncan seconded the motion, and members of the Committee concurred.

6. Concluding Remarks

Mr. Dasburg said he had asked staff for information about higher education institutions in California, a state with twice the population of Florida. He said the University of California system had nine research universities, plus a stand-alone law school (Hastings) and a medical school at UCSF. As for ranking, six of the nine were ranked in the top 25, eight of the nine were ranked in the top 50 (U.S. News, ranking of public colleges only); or two of the nine were ranked in the top 25, six of the nine in the top 50 (U.S. News, ranking of private and public colleges). UCSF was ranked first among public research medical schools, and Hastings was ranked 18th among public

law schools. He said the California State University System included 23 campuses, and the community college system included 109 campuses.

Mr. Dasburg said that this three-tier system focused on quality at the top tier; the CSU campuses addressed accessibility to the baccalaureate at a lesser tuition. He said the Pappas Report led Florida in a similar direction. Legislation passed this spring would lead to the creation of state colleges offering baccalaureate degrees. He said if universities were freed to charge additional tuition, then the state needed to solve the issues of access and affordability through baccalaureate institutions. He said that following the Pappas Report, Florida could look at California for a higher education model that could work.

7. Adjournment

Meeting adjourned at 10:10 a.m., June 19, 2008.

John Dasburg, Chairman

Mary-Anne Bestebreurtje,
Corporate Secretary