

**Board of Governors
State University System of Florida**



**System Coordination Committee
Workshop
October 25, 2006**

**Governor Lynn Pappas
Committee Chair**



AGENDA

Board of Governors, State University System of Florida
System Coordination Committee Workshop
University of Central Florida
Cape Florida Ballroom - Student Union, Third Floor
Orlando, Florida
October 25, 2006, 10:00 a.m. - 3:00 p.m.

Purpose of Meeting: Explore strategies for Improving Systemwide Coordination.

1. **Call to Order and Opening Remarks** Governor Lynn Pappas, Committee Chair
2. **Comments, Board Chair** Chair Carolyn K. Roberts
3. **Presentation, Consultants** Dennis Jones and Aims McGuinness,
National Center for Higher Education
Managements Systems, Inc.
 - [Presentation](#)
4. **Discussion with Trustees and Presidents
Regarding Board of Trustees/Board of
Governors relationship** Governor Pappas moderating
5. **Discussion with Trustees and Presidents
Regarding Board of Trustees/Board of
Governors/Legislature relationship** Governor Pappas moderating
6. **Summary of Discussions** Governor Pappas
7. **Next Steps / Adjournment** Governor Pappas



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Dennis Jones

Dennis Jones is President of the National Center for Higher Education Management Systems (NCHEMS), a research and development center founded to improve the management effectiveness of colleges and universities. A member of the staff since 1969, Mr. Jones is widely recognized for his work in such areas as:

- Developing “public agendas” to guide state higher education policymaking.
- Financing, budgeting, and resource allocation methodologies for use at both state and institutional levels.
- Linking higher education with states’ workforce and economic development needs.
- Developing and using information to inform policymaking

Mr. Jones has written many monographs and articles on these topics, has presented his work at many regional, national, and international conferences, and has consulted with hundreds of institutions and state higher education agencies on management issues of all kinds.

Prior to joining NCHEMS, Mr. Jones served as an administrator (in business and in institutional planning) at Rensselaer Polytechnic Institute. He received his graduate and undergraduate degree from that institution in the field of engineering management.

SELECTED PAPERS AND PUBLICATIONS

Higher Education Finance Policy in the Western States. Boulder, CO: NCHEMS, February 2005.

With Patrick Kelly. *The Emerging Policy Triangle: Economic Development, Workforce Development and Education.* Prepared with support from the Ford Foundation. Boulder, CO: NCHEMS and Western Interstate Commission for Higher Education, November 2004.

Financing in Sync: Aligning Fiscal Policy with State Objectives. Prepared for the Western Interstate Commission for Higher Education. Boulder, CO: NCHEMS, April 2003.

With Jerry Hayward, Aims C. McGuinness, Jr., and Allene Timar. *Ensuring Access with Quality to California's Community Colleges.* Prepared for the National Center for Public Policy and Higher Education. Boulder, CO: NCHEMS, April 2003.

Different Perspectives on Information About Educational Quality: Implications for the Role of Accreditation. Washington, DC: Council for Higher Education Accreditation, April 2002.

With Dewayne Matthews. *Technology in Higher Education: Implications for State Policy.* Boulder, CO: NCHEMS and Education Commission of the States, March 2002.

With Karen Paulson. *Developing and Maintaining the Information Infrastructure for State Level Higher Education Policymaking.* Prepared with support from the Ford Foundation. Boulder, CO: NCHEMS, July 2001.

With Karen Paulson. *Developing and Maintaining the Information Infrastructure for State Level Higher Education Policymakers.* Prepared with support from the Ford Foundation. Boulder, CO: NCHEMS, 2001.

With Karen Paulson. *Some Next Steps for States: A Follow-Up to Measuring Up 2000.* San Jose: National Center for Public Policy and Higher Education, June 2001.

Technology Costing Methodology Handbook. Boulder, CO: NCHEMS, Western Cooperative for Education Telecommunication, and Western Interstate Commission for Higher Education, March 2001.

"An Alternative Look at the Cost Question." In *Higher Education Cost Measurement: Public Policy Issues, Options, and Strategies.* Washington, DC: Institute for Higher Education Policy TIAA-CREF Institute, March 2000.

"Procedures for Calculating the Costs of Alternative Modes of Instructional Delivery." In *Dollars, Distance, and Online Education: The New Economics of College Teaching and Learning,* Martin J. Finkelstein, et al. (ed). American Council on Education. Connecticut: Oryx Press, 2000.

"Cost Analysis and the Formation of Public Policy." Commissioned paper prepared for the National Center for Education Statistics (NCES). Boulder, CO: NCHEMS, August 2000.

Transforming Postsecondary Education for the 21st Century: The Nuts and Bolts of Policy Leadership. Denver, CO: Education Commission of the States, June 1999.

A Framework for Devising State Policy Toward Higher Education. Denver, CO: Education Commission of the States, 1997.

"Providing Decision Support for Planning." In *Planning Strategies for the New Millennium: Redefining, Redirecting, and Reorganizing Postsecondary Education.* M. Peterson, D. Dill and L. Mets, Eds. San Francisco: Jossey-Bass, 1997.

With Cheryl Lovell. *Handbook on Human Resources: Record-Keeping and Analysis.* Washington, DC: National Center for Education Statistics, 1997.

With Peter T. Ewell. *Indicators of "Good Practice in Undergraduate Education: A Handbook for Development and Implementation.* Boulder, CO: NCHEMS, 1996.

Strategic Budgeting: The Board's Role in Public Colleges and Universities. AGB Occasional Paper No. 28. Washington, DC: Association of Governing Boards of Universities and Colleges, 1995.

Strategic Budgeting. In *Financial Management: Progress and Challenges.* William E. Vandament and Dennis P. Jones, Eds. San Francisco: Jossey-Bass, 1993.

With Peter Ewell. *The Effect of State Policy on Undergraduate Education.* Denver, CO: Education Commission of the States, 1993.

Issues in Higher Education Finance. Washington, DC: National Governors Association, 1993

With John Folger, *"Use of Fiscal Policy to Achieve States' Educational Goals."* Commissioned paper prepared for the Education Commission of the States. Denver, CO: Education Commission of the States, 1993.

With Peter Ewell, *Actions Matter: The Case for Indirect Measures in Assessing Higher Education's Progress on the National Education Goals.* Commissioned paper prepared for the U.S. Department of Education and the National Education Goals Panel. Washington, DC: U.S. Department of Education, October 1991.

With Peter Ewell, *Assessing and Reporting Student Progress: A Response to the "New Accountability."* Denver, CO: State Higher Education Executive Officers, 1991.

With Peter Ewell and Ronald Parker. *Establishing a Longitudinal Student Tracking System: An Implementation Handbook.* Boulder, CO: NCHEMS, 1988.

With Paul Brinkman, Melodie Christal, and Peter Ewell. *Accountability in Higher Education: A Reporting System for the California Community Colleges.* Boulder, CO: NCHEMS, 1987.


- With Peter Ewell. *"Accountability in Higher Education: Meaning and Methods."* Paper prepared for the Colorado Commission on Higher Education, Denver, 1987.
- "Postsecondary Education Assessment: The Role of the Center for Education Statistics."* In *Postsecondary Assessment: Report of a Planning Conference*. Washington, DC: U.S. Government Printing Office, 1987.
- With Peter T. Ewell. *"The Costs of Assessment."* In *Assessment in American Higher Education*. Washington, DC: Office of Educational Research and Improvement, U.S. Department of Education, 1986.
- "Indicators of the Condition of Higher Education."* Paper prepared for the National Center for Education Statistics. Boulder, CO: NCHEMS, October 1985.
- With Melodie E. Christal. *A Common Language for Postsecondary Accreditation: Categories and Definitions for Data Collection*. Boulder, CO: NCHEMS, 1985.
- Higher Education Budgeting at the State Level: Concepts and Principles*. Boulder, CO: NCHEMS, 1984.
- "Budgeting for Academic Quality: Structures and Strategies."* In J. Folger (Ed.), *Financial Incentives for Academic Quality*. New Directions for Higher Education, No. 48. San Francisco: Jossey-Bass, December 1984.
- "A Proposed Framework for Classifying the Subject Matter of Higher Education: Foundation to a Field of Study."* Paper presented at the annual meeting of the Association for the Study of Higher Education. Washington, DC: March 1983.
- Data and Information for Executive Decisions in Higher Education*. Boulder, CO: NCHEMS, 1982.
- With Anahid Katchian, Marilyn McCoy, and Melvin D. Orwig. *State-Level Information Base*. Field rev. ed. Technical Report 85. Boulder, CO: NCHEMS, 1977.
- With Harold L. Dahnke, Thomas R. Mason, and Leonard C. Romney. *Higher Education Facilities Planning and Management Manual*. Boulder, CO: NCHEMS, 1977



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Aims McGuinness

Aims McGuinness is a senior associate with the National Center for Higher Education Management Systems (NCHEMS), a private nonprofit policy center in Boulder, Colorado. At NCHEMS, he specializes in state governance and coordination of postsecondary education; strategic planning and restructuring higher education systems; roles and responsibilities of public institutional and multi-campus system governing boards; and international comparison of education reform. Prior to joining NCHEMS in 1993, he was director of higher education policy at the Education Commission of the States (ECS). Before joining ECS in 1975, he served as a congressional staff member and was executive assistant to the Chancellor of the University of Maine System.

Over the past twenty years, McGuinness has advised many of the states that have conducted major studies of their higher education systems and undertaken higher education reforms. Major projects (all conducted through NCHEMS) in the past five years were in California, Indiana, Kentucky, Louisiana, Missouri, Nevada, New Mexico, New York, Pennsylvania, Rhode Island, South Carolina, Tennessee, Virginia,

Washington State, and West Virginia. Issues addressed in these projects, as well as projects in other states, concerned developing a “public agenda” for the future of higher education, changing relationships between the state and higher education, follow-up to the national report card on higher education—*Measuring Up 2000/2001/2004*, and reform of community and technical college systems.

McGuinness has served as a member of several international teams and advisory groups and advised other countries on higher education policy. Recent examples include:

- Member of selection committee for University Administration Support Program, Fellowships in University Administration, International Research and Exchanges Board (IREX), for universities in Russia, Moldova and other CIS countries, 2002-2005.
- Member of international Task Group for an eight-county comparative project, *On the Edge: Securing a Sustainable Future for Higher Education*, sponsored by the Programme on Institutional Management in Higher Education (IMHE) of the OECD and the Higher Education Funding Council for England (HEFCE). Author of the U.S. study for the project, 2002-2004.
- Rapporteur of Organisation for Economic Co-operation and Development (OECD) review of education policy in the Republic of Turkey, October 2004 .
- Member of review of tertiary education policy in the Republic of Ireland, February 2004.
- Member, International Strategic Experts Group (ISEG) which advises the Ministry of Education and Science of the Russian Federation on Implementation of the Concept for Modernization of Education, a project jointly sponsored by the Council of Europe, World Bank and Ministry of Education, 2002 to present.
- Rapporteur for the OECD reviews of education policy in the Baltic States (Estonia, Latvia, and Lithuania) in 1999-2000, published by OECD in 2001.
- Consultant to the World Bank on preparation of a loan for reform of education in the Russian Federation, 1998-1999.
- Member of team for OECD review of tertiary education and science policy in the Russian Federation, leading to the OECD report, *Tertiary Education and Research in the Russian Federation* (OECD, 1999).
- Member of advisory group of participating countries for OECD 1995-1997 review of tertiary education, leading to the report, *Redefining Tertiary Education* (1998).

- Member of 1996 review team on education policy in the Russian Federation, leading to report, *Reviews of National Policies for Education: Russia* (OECD, 1998).
- Member of project team completing report, *Russian Officer Conversion Programmes: Overview and Future* (OECD, 1996).
- Member of 1995 study team on EC/PHARE project leading to report, *Secondary Education Systems in PHARE countries: Survey and Project Proposals* (OECD, 1996). Participated in study visits to Estonia, Latvia, Lithuania, Poland and Hungary.
- Recent presentations:
 - Fundacion Global Democracia Y Desarrollo, Dominican Republic, *"International Experience in Developing Community Colleges,"* Santo Domingo, October 18, 2004
 - Higher Education Authority of Ireland, conference on new funding mechanisms for tertiary education, Dublin Castle, October 11, 2004
 - Higher Education Policy Institute, London, *"Mechanisms for Achieving Institutional Diversity in Higher Education,"* January 7, 2004
 - *"International Perspectives on the Quality Reform and the Ryssdal Commission's Recommendations," "Reforming Norwegian Higher Education–Catching Up With International Developments?"* seminar at the University of Oslo, November 2003
 - *"From Forward Thinking to Action: Progress and Implementation of Education Reform,"* Joint Seminar of OECD and the Ministry of Education and Research of Estonia, November 2003
 - *"State Policy and Disciplinary Balance: Perspectives from the U.S.,"* presentation for the review by the Higher Education Authority of Ireland, February 2003
 - *"Higher Education and the Public Interest,"* a review of state policy trends in the U.S., Higher Education Funding Council for England (HEFCE), January 2003
 - *"Trends in Higher Education Policy in the U.S.,"* Master's Degree Program, Higher Education Development Association (HEDDA), University of Oslo, November 2002
 - *"The Role of Parliamentary Committees in Formulating Education Policy,"* Joint Seminar of OECD and the Ministry of Education and Science of Lithuania, November 2002

- “*Strategic Planning and Budgeting for Universities*,” at the International Symposium on University Administration, sponsored by the International Research and Exchanges Board (IREX), Moscow April 2002.
- Presentations at the Salzburg Seminar on higher education reform, Salzburg, Austria, 2001 and 2002
- Comparative perspectives on university reform, University of Tokyo, Center for Research on Higher Education and Center for National University Finance, Tokyo, 1999, 2000 and 2001.

McGuinness is author of several papers on state higher education policy and university systems. He initiated the ECS *State Postsecondary Education Structures Sourcebook*, a basic reference guide to state coordination and governance in the United States, is a principal contributor to the December 1997 edition and to a new web-based version available on the ECS website (<http://www.ecs.org/clearinghouse/31/02/3102.htm>).

In addition to reports for state and international projects, other publications include:

- “*The States and Higher Education*,” *American Higher Education in the Twenty-First Century* (P. Altbach et al. eds., Johns Hopkins University Press, 2005)
- “*Higher Education Financial Management: A Comparative Study of State-Institutional Relationships in the United States*,” national study for IMHE/OECD/HEFCE project, 2003;
- “*State Policy and the Public Interest: Is Anybody at Home*,” presentation to forum on Dilemmas in American Higher Education, Macalester College, 2003;
- With G. Hayward, D. Jones and A. Timar, *Ensuring Access With Quality to California’s Community College* (National Center for Public Policy and Higher Education, 2003);
- With D. Jones, *Narrowing the Gaps in Educational Attainment Within States: A Policymaker’s Guide to Assessing and Responding to Needs for Community College Services* (Education Commission of the States, 2003).
- “*A Model for Successful Restructuring*,” *Restructuring Higher Education*, T. MacTaggart, ed. (Jossey-Bass Publishers, 1996),

From 1989 through 1997, McGuinness was a member of the Board of Trustees of the State Colleges in Colorado, serving as board vice chair from July 1993 through June 1995, and board chair from July 1995 through June 1997. From 1983 to 1991, he was an

elected member of the Board of Education for Littleton Public Schools, serving as board president from 1987 to 1991.

McGuinness is a member of the European Association for Institutional Research (EAIR), and the Consortium of Higher Education Researchers (CHER).

McGuinness earned his undergraduate degree in political science from the University of Pennsylvania, an MBA from The George Washington University, and a Ph.D. in social science from the Maxwell School, Syracuse University.

(5/2005)



**Board of Governors, State University System of Florida
System Coordination Committee Workshop
October 25, 2006,**

**Questions for
Board of Trustee Members
and Presidents
(For Discussion Purposes Only)**

BOARD OF TRUSTEES:

1. What do you perceive to be the role of the Board of Governors?
2. What do you perceive to be the role of the Board of Trustees?
3. What are the rules of engagement between Board of Governors and Boards of Trustees?
4. Does a communication strategy exist between the Board of Governors and the Board of Trustees? If so, how could we improve communications between the Boards? If not, what would you suggest be created?
5. What two things do you believe should be done to enhance communication between the Board of Governors and your Board of Trustees?
6. What do you perceive the systemwide goals to be?
7. What value has your university received from having a Board of Governors?
8. Describe how you see the relationship, including tensions, between your Board of Trustees and the Board of Governors.
9. Do you believe that the responsibilities of the various parties are clearly articulated – Board of Governors, Board of Trustees, president?
10. What, if any, tensions do you perceive between your Board of Trustees' expectation of your president and the Board of Governors' expectation of your president?

11. Do you believe your university would be better served if some of the devolved powers and duties returned to the Board of Governors? If so, which ones and why?
12. What are your suggestions for improving the legislative lobbying process for the State University System?
13. Should there be any negative consequences to a university that works outside of the Board of Governors' legislative agenda? If so, what should they be?
14. What are the three most important things your university needs from the Board of Governors?
15. What role does your university play in the system?
16. What do you see as the greatest value in your university being a part of this university system?
17. What three actions should the Board of Governors take to strengthen the State University System?

PRESIDENTS:

1. What do you perceive to be the role of the Board of Governors?
2. What do you perceive to be the role of the Board of Trustees?
3. What do you perceive to be the role of the Presidents?
4. What do you perceive the systemwide goals to be?
5. What value has your university received from having a Board of Governors?
6. What role does your university play in the system?
7. What do you see as the greatest value in your university being a part of this university system?
8. How can the Board of Governors provide additional value to our university system?
9. What are the three most important things your university needs from the Board of Governors?

10. Do you perceive tensions between your relationship with the Board of Governors versus your relationship with your Board of Trustees? If so, please describe these tensions.
11. What difficulties have you experienced in your relationship with the Board of Governors?
12. What are your suggestions for improving the operating and fixed capital outlay budgeting processes to facilitate consistency and fairness?
13. What are your suggestions for improving the legislative lobbying process for the State University System?
14. What consequences do you believe should be appropriately applied to a university that works outside of the Board of Governors' legislative agenda?
15. What three actions should the Board of Governors take to strengthen the State University System?

The Board of Governor's Strategic Plan
can be viewed by going to:

http://www.flbog.org/StrategicPlan/pdf/StrategicPlan_05-13.pdf

A bound copy will be distributed
at the meeting.