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FLORIDA BOARD OF GOVERNORS
UNIVERSITY CENTER
UNIVERSITY OF NORTH FLORIDA
JACKSONVILLE, FLORIDA
JULY 22, 2004

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The Chair, Carolyn K. Roberts, convened the meeting of the Board of Governors in the University Center, University of North Florida, Jacksonville, Florida, at 1:15 p.m., July 22, 2004, with the following members present: John Dasburg, Vice Chairman; Pam Bilbrey; Dr. Castell Bryant; Jarrett Eady; General Rolland Heiser; Commissioner Jim Horne; Sheila McDevitt; Gerri Moll; Lynn Pappas; Ava Parker; Dr. Howard Rock; Peter Rummell; John Temple; Steve Uhlfelder; and Dr. Zach Zachariah.

1. Call to Order and Chair's Report

Mrs. Roberts recognized President John Delaney. She thanked him for the generous welcome extended to members of the Board by all the staff at the University of North Florida.

She said this Board was being asked to make some important decisions for the University System, decisions which have clear implications on the fiscal health of the universities, but also on the fiscal health of the whole State. She said this Board would be responsible for making decisions about the allocation of scarce public resources. She noted that the Governor was very supportive of the State University System and of this Board. He had appointed thoughtful and dedicated men and women who were giving their time and talent to serve. She said the members of the Board understood the Constitutional Amendment and the authority it gave the Board to manage and control the State's 11 public universities. She said they all recognized the importance of their responsibility to the citizens, and were working to fulfill their proper role. She said they also understood their relationship with the Legislature, and that they would work closely with Legislators, but within the context of their authority under the Constitution. She read from the Constitution, as follows:

"...The Board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs. The Board's management shall be subject to the powers of the Legislature to appropriate for the expenditure of funds, and the Board shall account for such expenditures as provided by law...."

She said the intent was very clear. This Board would do its job, in a deliberative and responsible manner.

President Delaney said he was very pleased to welcome the Board to UNF for its first visit. He said this University had opened its doors in 1972 as an upper level university; in 1984, 20 years ago, UNF opened its doors to freshmen and sophomores, as well. The University now enrolls a total of 15,000 students, 70 percent of whom are full-time students. He said UNF freshmen had the fourth highest SAT scores for entering freshmen in the System, a score of 1160. He said he was also proud of the access provided to transfer students from the community colleges. UNF offers 27 graduate programs. He said he was particularly proud of the jazz program, ranked as the number one program in the country. He reported that UNF had hired 35 new faculty members to begin this fall; the University had been successful in recruiting faculty from universities throughout the U.S. UNF would have a total of 550 faculty members in the fall. He said he was proud of the University for its efforts in addressing regional and state needs. He said he was mindful of the need to demonstrate the return on the State's investment in the universities and the need to be accountable. He said he was sure this University could demonstrate that it was adding value for its students. He also thanked the Board for the new funding model it had adopted at an earlier meeting. This new formula funded the universities on a more equitable basis rather than simply adding up the numbers of students enrolled at the universities.

Mrs. Roberts also recognized President Brogan. Mr. Brogan said the Board had many issues to address. During the committee meetings, the Board members had begun to learn about the complexities of the universities, including the many uses of university facilities, and university accountability. He said universities were sitting on the top of a cultural shift, from the times when 18-24 year olds came to universities as full-time students, to the present with multiple campuses serving the needs of older students and greater numbers of part-time students seeking specific types of skills. He said while the universities in Florida performed many similar functions, the Board also needed to recognize the many ways in which each university was unique. He said the Board had an important balancing act.

Mrs. Roberts recognized several guests in the audience, including Mr. Tom Slade; Dr. Dreamal Worthen, who would serve as the next faculty member on the Board; and Mr. Jamal Sowell, President of the Student Body at UF.

2. Approval of Minutes of Meeting held May 27, 2004

Mr. Dasburg moved that the Board approve the Minutes of the Meeting held May 27, 2004, as written. General Heiser seconded the motion, and members of the Board concurred.

3. Recognition, Dr. Howard Rock

Mrs. Roberts asked Dr. Rock to join her at the podium, where she read him the following Resolution, signed by all the Board members.

WHEREAS, Howard Rock has provided dedicated service to the State of Florida as a member of the Board of Governors in his capacity as the Chair of the Advisory Council of Faculty Senates, from August 2003 to July 2004; and

WHEREAS, Dr. Rock has been an excellent and outspoken member of this Board who has used his position to encourage discussions focused on the important role of this Board and its responsibilities for the whole State University System; and

WHEREAS, there are few guidelines for the faculty representative of the Board of Governors, nevertheless, with his long tenure at Florida International University and his familiarity with university and faculty issues, Dr. Rock has provided a unique perspective to the deliberations of this Board; and

WHEREAS, during his tenure on the Board, Dr. Rock has been a strong advocate for this Board and has often reminded the Board of its responsibilities to the citizens of Florida; and

WHEREAS, Dr. Rock has now completed his service as the Chair of the Advisory Council of Faculty Senates, and will now yield his seat on this Board to his successor; now therefore

BE IT RESOLVED that the members of the Florida Board of Governors, meeting in Jacksonville on the campus of the University of North Florida on this twenty-second day of July, 2004, do hereby commend Howard Rock for his contributions to the State University System; and

BE IT FURTHER RESOLVED that a copy of this resolution be included in the Minutes of the meeting, and the resolution be presented to Dr. Rock as a token of the Board's appreciation and thanks.

Dr. Rock thanked the members of the Board for dedicating their valuable time to serve the universities. He said their service made possible a University System worthy of the great State of Florida. He commented that his 13 months on this Board had been an exciting experience. He noted that he had gotten to know some of the Board members personally and he thanked them for their friendship. He particularly acknowledged Mr. Dasburg, and thanked him for serving as his mentor on the Board. He urged the Board to exercise its Constitutional authority for oversight and planning for the University System. He said Florida was a wealthy state; there was no reason that Florida could not have great public universities with international reputations, just like California and Texas. He said the key was proper funding. He said the report from the Council of 100 had provided an excellent proposal for achieving that greatness. He said he would be watching and cheering their continuing efforts.

4. Chancellor's Report

Chancellor Austin introduced Dr. Pat Dallet from CEPRI, who distributed Dr. Proctor's letter advising the Board on CEPRI's progress on the medical education study this Board had requested. CEPRI had convened a meeting of the medical education needs analysis advisory committee on June 17, 2004, to discuss two main issues: (1) the establishment of a process for measuring and identifying need, and (2) the possible alternatives available to address the need for additional physicians. He distributed

summaries of the discussion. The committee would convene again on August 10, 2004, in Orlando. Dr. Austin extended her thanks to CEPRI for its assistance.

Mr. Woodring, General Counsel, said there had been discussion at the last meeting of the precedence of different motions. He distributed copies of Robert's Rules of Order. Dr. Nathan Adams, Deputy General Counsel, reviewed the status of NAACP v. Florida Board of Regents. He said the case dealt with the issue of whether the Board of Regents had the statutory authority to adopt rules regarding admission requirements to the universities. The First District Court of Appeal had determined that the challenge was moot and that the Board of Governors, as a Constitutional entity, has the authority to promulgate these rules. The decision has been appealed to the Supreme Court.

Dr. Austin reported that this Board's proposed governance bill had not been successful in the past Legislative Session. The House has established an interim study project on university governance, under the leadership of Dr. Betty Tilton, Deputy Staff Director, House Education K-20 Committee. The goal is to develop a governance bill that will be satisfactory to everyone. The workgroup for this project includes House and Senate staff members, staff from the Division of Colleges and Universities, as well as university staff members.

Dr. Austin advised the Board that the preliminary admissions figures for 2004-2005 indicated record enrollment at the universities, including increases in the number of minority students. She advised the Board that staff members were working with the Office of Program Policy Analysis and Government Accountability as it analyzed various options for the funding of higher education such as block tuition and higher education vouchers.

She welcomed Mr. Jarrett Eady to his first meeting as a member of the Board of Governors. She said he was a graduate student at FSU working on his Master's in Political Science.

Finally, she said the Board Chair, Mrs. Roberts, had asked each university to identify a member of its Board of Trustees and a staff member to work on the governance legislation. She said she had heard back from all but one institution.

5. Commissioner's Report

Commissioner Horne reported that Florida was the fastest improving state in the nation in fourth grade reading scores; these successes were attracting national attention. He said the public schools were experiencing significant enrollment growth. He commented that the successes of K-12 students resulted in more high school graduates prepared for college. He said SAT scores in Florida were improving; there were more AP test takers; more students were taking advantage of the dual enrollment opportunities. He said Florida had an excellent community college system. He said this Board should be planning for the great influx of students who would be seeking higher education opportunities in the decades ahead.

6. Discussion, Proposed Medical School, FIU

Dr. Austin said this Board had begun a process to review university proposals for new medical schools. The process should address two major questions, 1) a determination of the need for more physicians, and 2) how best to fill that need. She said that Florida International University had submitted its proposal for a new medical school. She said that Mrs. Roberts had appointed a Subcommittee of the Strategic Planning Committee to study the need for additional medical schools; the Subcommittee was in the middle of that study. She said she would recommend that the Board defer consideration of FIU's proposal until the Subcommittee had completed its work. Dr. Rock inquired whether there was a timeframe for completion of the Subcommittee's work. Dr. Austin said there was no timeframe.

Mr. Uhlfelder commented that the premise for the proposal from FIU was the need for additional doctors in South Florida. He said he was interested to know how an undergraduate medical school would result in more doctors; any proposal should provide that information. Mrs. Roberts said that the Subcommittee would provide appropriate recommendations from its analysis.

Dr. Zachariah said that the Subcommittee had determined that any proposal for a medical school must include what a new medical school means for the State of Florida, information about the number of residents that would be produced, and the number of additional physicians under the age of 50 who would stay in Florida. Mrs. Roberts said there might be other issues. Ms. Pappas noted that the University would want to provide additional information as the Board had further questions.

Commissioner Horne advised the Board to think strategically about the Legislative Session. He said it needed to make a decision on the proposed medical school prior to the Session in Spring 2005. Mrs. Roberts said she would be very disappointed if FIU used the Legislature to circumvent this Board and its process. She said the review process should pass through this Board first; President Maidique had assured her that he would follow that process.

Mr. Uhlfelder noted that the Board had not held a press conference. He said inaction by the Board might be a message that this Board did not see the need for a new medical school. Dr. Bryant said this was the exact reason the Subcommittee had been appointed. Its charge was to help the Board develop a model to determine the need. At this point, the Board was not in a position to make a decision, as the Subcommittee was still gathering data. She said it was not in the Board's best interest to make a decision before the Subcommittee had completed its work. She noted that the Board had not requested this proposal. She said the proposal should remain with the Board until it was in a position to make a sound decision that would be in everyone's best interest.

Mr. Dasburg said it was for this Board to determine its mechanism for decision-making. He agreed that the Board had not sought this proposal, and it was key that its work should be completed prior to making any decision on this proposal. The decision could be one of commission, or one of omission. He said that no message was a

message. Mr. Temple added it was important that the Board be ahead of other possible decision-makers. Mr. Dasburg responded that this Board, by definition, was ahead. The Board would decide in a deliberate fashion. He added that the Legislature would welcome the Board's research on this proposal.

Ms. Parker commented that it was also important the Board not send a signal that it was stalling this decision. She said she agreed with the Commissioner and Mr. Temple that the Board needed to be ahead of the Legislature. She inquired about the relationship of the FIU faculty with the FAU faculty who were developing a program in collaboration with the School of Medicine at the University of Miami. Dr. Rock said the faculty members had agreed to collaborate.

The Commissioner urged the Board not to be paralyzed by inaction. He said that an act of omission was an invitation for the Legislature to proceed. He said that inaction was not acceptable. Mrs. Roberts said she would discuss the importance of this issue with Dr. Proctor and encourage the review by the Council for Education Policy, Research and Improvement.

Mr. Uhlfelder said he disagreed with Commissioner Horne. He said he was prepared to offer a motion on this proposal. Dr. Bryant said this was about the Board having adequate and pertinent information. This Board needs basic information, based on solid research, to make this important decision. Mr. Dasburg said he agreed with the importance of solid information, unless the Board determined that the submission of the proposal forced a premature decision.

Mr. Temple said the Board had received a proposal, and that members should read it. Several members asked for copies of the complete proposal. There was no further discussion.

7. Authorization to Implement Ph.D., Sociology, UCF

Dr. LeMon reported that the staff had reviewed four proposals for new Ph.D. programs that had not been brought forward for Board approval. He said the proposed Ph.D. in Sociology at UCF would have an emphasis on applied rather than theoretical sociology; it was aligned with the mission and strengths of the University.

Dr. Terry Hickey, Provost, UCF, explained that the program would focus on the following core areas: crime and deviance, domestic violence, inequality and diversity, and urban and environmental issues. He said graduates of the program would be prepared for work in both academic and non-academic settings, including government and social service agencies. He described the federally funded research of the faculty, and the strong endorsements of the program offered by external consultants.

He said the program also had strong support locally with its community focus and the depth of research into questions of great value to leaders across the region. Mr. Robert Brown, Executive Director, Coalition for the Homeless, and the Orange County Citizen of the Year, applauded the program and the opportunity to interact with students in the program. He said the issues studied were those that negatively impact the

economic health of the community. He said he was confident the program would benefit Central Florida.

Mr. Dasburg noted that the materials included a calculation of the cost per FTE of the program in the fifth year of implementation. He asked that staff provide the equivalent cost information for similar programs already in place at all the universities for purposes of comparison. Mr. Rummell asked for similar information from universities outside Florida to provide some national cost comparisons. Ms. Pappas said the Board had approved a doctoral program in Social Work at USF at the May meeting. She said she was interested in the relationship between similar programs.

Dr. Bryant inquired whether these costs represented additional budgetary costs. She inquired whether additional funds were required to implement this new program. Dr. Hickey said no additional funds were necessary.

Dr. Rock moved that the Board authorize implementation for a Ph.D. in Sociology, CIP 45.1101, at the University of Central Florida, as presented. Mr. Dasburg seconded the motion, and members of the Board concurred.

8. Approval, 2005-2006 Operating Legislative Budget Request

Ms. Moll reported that the Finance Committee had had a lengthy meeting to review the proposed 2005-2006 Operating Legislative Budget Request. The staff had presented five funding options, from a "cost-to-continue current programs" budget to a budget which funded additional issues including "access, retention and graduation," "meeting statewide professional and workforce needs" and "building world-class academic programs and research capacity." She said the Finance Committee had unanimously recommended that the Board adopt Option 4, a total request of \$2,296,150,280, a 5.21 percent increase over the current year appropriation. This option provided funds to address all the issues. She moved that the Board approve Option 4, as the State University System's 2005-2006 Legislative Budget Request, and authorize the Chancellor to make technical changes, as needed. She said this was a strong advocacy budget for the University System. General Heiser seconded the motion, and members of the Board concurred.

9. Consent Agenda Items

- A. Proposed Agreement, Florida Board of Governors and the Florida Institute for Human and Machine Cognition, Inc.

Ms. Bilbrey said she was pleased to serve as this Board's designee on the Board of the Florida Institute for Human and Machine Cognition, Inc. She said there was one small technical change to the Articles of Incorporation, as presented. Dr. Adams explained the change to Article XIII, Dissolution. Upon dissolution, the assets of the Institute are to be distributed to the University of West Florida, rather than to the UWF Foundation.

Mr. Uhlfelder moved that the Board enter the Agreement with the Florida Institute for Human and Machine Cognition, Inc., (FIHMC) approving the Articles of Incorporation and the Affiliation Agreement between FIHMC and the University of West Florida, and requiring certain responsibilities from the organization consistent with Section 1004.447, Florida Statutes, as presented and amended. Mr. Eady seconded the motion, and members of the Board concurred.

- B. Consideration of a Resolution of the Board of Governors Authorizing the Financing of the USF Research Foundation, Inc., Buildings (Interdisciplinary Research Building and the Multi-Tenant Office Building), USF

Mr. Uhlfelder moved that the Board approve the Resolution for the University of South Florida Research Foundation, Inc., to enter into a financing arrangement on or after July 1, 2004, for the construction of the Interdisciplinary Research Building and the Multi-Tenant Office Building in a principal amount not to exceed \$40,000,000, and further, authorize the Chair, the Vice Chair, the Chief Education Financial Officer and other authorized representatives of the Board of Governors to execute the necessary contractual documents related to the financing of the project, as presented. Mr. Eady seconded the motion, and members of the Board concurred. Ms. Moll abstained from the vote.

- C. Consideration of a Resolution of the Board of Governors Authorizing the Financing of the USF Parking Structure III on the Main Campus, USF

Dr. Bryant moved that the Board approve the financing plan and adopt a resolution authorizing the issuance of fixed rate, tax-exempt revenue bonds by the Division of Bond Finance of the State Board of Administration of Florida on behalf of the University of South Florida, in an amount not to exceed \$12,500,000, to finance the cost of construction of a parking facility (Parking Structure III), and further, authorize the Chair, the Vice Chair, the Chief Education Financial Officer and other authorized representatives of the Board of Governors to execute the necessary contractual documents related to the financing of the project, as presented. Mr. Temple seconded the motion, and members of the Board concurred. Ms. Moll abstained from the vote.

10. Status Reports, Board Committees

- A. Performance and Accountability

Mr. Uhlfelder said the Performance and Accountability Committee had met and approved the following motions:

- 1.) At the Board of Governors meeting on October 22, 2003, the Board determined that one of its duties and responsibilities was to

“[m]easure the performance and efficiency of each constituent college and university using realistic accountability standards.” In an effort to fulfill this responsibility, the Board, in cooperation with the State Board of Education, shall develop a proposal for performance-based funding that will apply accountability standards to the State universities. The proposal shall be incorporated into a set of recommendations for the K-20 education system to be submitted to the Legislature by December 1, 2004.

- 2.) The accountability measures and related standards established for the State University System shall be designed to support Florida Board of Governors-identified strategic priorities. Additionally, individual measures shall be treated and weighted differently to ensure a balance between quality and quantity/efficiency. Division staff members are charged with drafting weighted models for Board approval.

- 3.) On April 22, 2004, the Board of Governors passed a resolution recommending that all universities, through their Boards of Trustees, adopt Academic Learning Compacts for their baccalaureate degree programs. The Board would work with universities to ensure the implementation of meaningful Compacts which maximize flexibility at the university level. In order for Trustees and university personnel to proceed, the Board of Governors is providing the following parameters for the Compacts. Each Academic Learning Compact must include:
 - A.) The identification of expected student learning outcomes in the area of content/discipline knowledge and skills;
 - B.) The identification of expected student learning outcomes in the area of communication skills;
 - C.) The identification of expected student learning outcomes in the area of critical thinking skills;
 - D.) The identification of assessments used to determine how well student learning matches those articulated expectations; and
 - E.) A willingness to certify that learning expectations have been achieved.

Division staff shall provide guidance to university personnel regarding the development, implementation, and review of the Academic Learning Compacts.

Mr. Uhlfelder moved that the Board adopt these motions, as presented. Dr. Bryant seconded the motions, and members of the Board concurred.

B. Facilities

Ms. Parker said the Facilities Committee had heard a presentation on classroom utilization. These discussions would continue. She thanked Mr. Monteleone for the update on the activities of the State Board's Advisory Council on Educational Facilities. She said Mr. Jeff Muir, USF, had been attending all the Council meetings. She said at the next meeting of the Facilities Committee, she would ask Mr. Monteleone and Mr. Muir to present the recommendations from the Council which pertained to the State University System, and which required legislative action.

Mr. Eady said there had been considerable discussion on the under-utilization of university space on Friday afternoons. He said that many students worked and fulfilled work obligations on Fridays. He suggested that the under-utilization of space was not because students were shirking their academic responsibilities.

C. Strategic Planning/ Educational Policy

Mr. Dasburg said the Strategic Planning Committee had recommended amending the Y-axis goal, to state "Building world-class academic programs and research capacity." In addition, the Committee had agreed to replace the goal of "achieving AAU membership" with several research measures recommended by the Presidents. Further, the Committee had instructed the University Boards of Trustees to follow the format of the Board's Strategic Plan in developing their strategic plans in order to be consistent. He moved that the Board adopt these actions of the Committee. Mr. Temple seconded the motion, and members of the Board concurred.

Mr. Dasburg said it was his sense that if the universities are engaged in lobbying the Legislature, this Board should know how much is being spent for this lobbying. He suggested that the Chancellor prepare a questionnaire for the universities to report on lobbying activities and expenses. Dr. Bryant said this Board needed to know if the universities were lobbying against this Board's priorities. Ms. Parker said she did not believe this information was needed.

Mr. Dasburg said he was more interested in the issues being lobbied and what the universities were paying for this. He said this Board should also know if the universities were advancing a legislative agenda other than the agenda of this Board.

Ms. Pappas said she could support a somewhat different issue. This Board should know the issues being advanced by the universities, and any issues which were contrary to this Board's, but did not need to know the amount spent on these activities.

Dr. Austin noted that the university lobbyists are employees of the universities. They meet with the Presidents and with the other university councils, and with Division staff. Their message is consistent with the Board's message. Commissioner Horne added that the lobbyists must register. He said the universities were not renegade institutions. He was not sure what this request would cure.

Mr. Dasburg said he was interested to know the university priorities and the issues being lobbied. He said what he did want to know would be if the universities were lobbying on issues that were not consistent with the priorities of this Board. In that case, this Board has the authority to require them to cease and desist.

Mr. Temple suggested that the staff prepare a recommendation for Board consideration at the next meeting. Dr. Bryant added that the Boards of Trustees should share their legislative agendas.

11. Adjournment

Having no further business, the Chair adjourned the regular meeting of the Florida Board of Governors at 2:55 p.m., July 22, 2004.

Carolyn K. Roberts,
Chair

Mary-Anne Bestebreurtje,
Corporate Secretary