

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

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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

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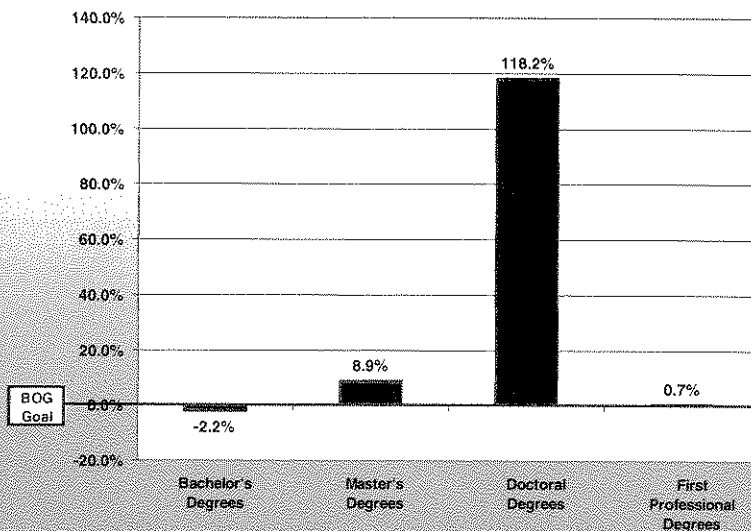
Findings – University Plans for 2012-13

- 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

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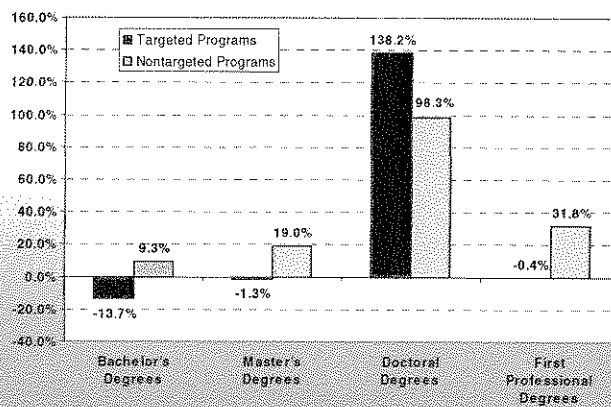
Findings – Degree Production Across All Programs

2012-13



Findings – Degree Production in Targeted and Nontargeted Programs

2012-13



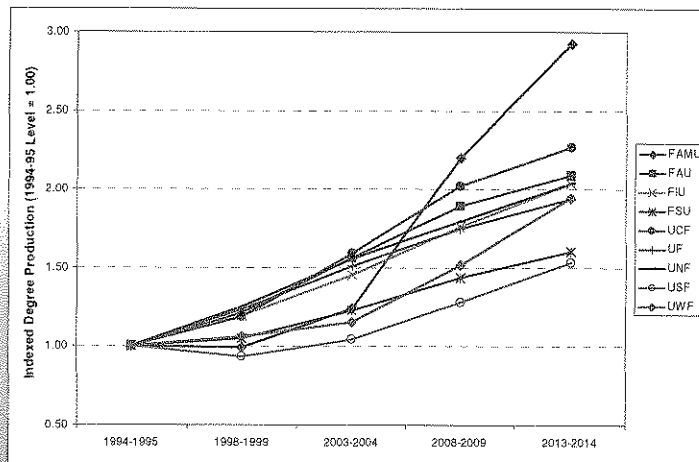
Findings – Degree Production in Targeted Programs by Level

2012-13

	BOG Goal	University Plans	Difference	
			#	%
Bachelor's	58,622	57,343	(1,279)	-2.2%
Targeted	29,258	25,242	(4,016)	-13.7%
Nontargeted	29,364	32,101	2,737	9.3%
Master's	17,845	19,425	1,580	8.9%
Targeted	8,906	8,790	(116)	-1.3%
Nontargeted	8,939	10,634	1,696	19.0%
Doctoral	1,508	3,291	1,783	118.2%
Targeted	753	1,793	1,040	138.2%
Nontargeted	755	1,498	743	98.3%
First Professional	2,278	2,293	15	0.7%
Targeted	2,202	2,193	(9)	-0.4%
Nontargeted	76	100	24	31.8%
Total	80,253	82,351	2,098	2.6%
Targeted	41,120	38,018	(3,101)	-7.5%
Nontargeted	39,133	44,333	5,199	13.3%

Findings – Projected Growth Rate in Total Degree Production

1994-95 to 2012-13



Findings – New Programs Planned by Universities

2003-04 to 2012-13

Degree Level	Targeted	Nontargeted	Total
Bachelor's	14	14	28
Master's	10	19	29
Doctoral	16	17	33
First Professional	0	1	1
Total	40	51	91

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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

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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

2003-04

Doctoral/Research - Extensive

- Florida International University
- Florida State University
- University of Florida
- University of South Florida

Doctoral/Research - Intensive

- Florida Atlantic University
- University of Central Florida

Master's I

- Florida A&M University
- Florida Gulf Coast University
- University of North Florida
- University of West Florida

Baccalaureate – Liberal Arts

- New College of Florida

2012-13

Doctoral/Research - Extensive

- Florida International University
- Florida State University
- University of Florida
- University of South Florida
- Florida Atlantic University
- University of Central Florida
- Florida A&M University

Doctoral/Research - Intensive

- University of North Florida
- University of West Florida

Master's I

- Florida Gulf Coast University

Baccalaureate – Liberal Arts

- New College of Florida

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Findings – Research Expenditures

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

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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

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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

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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

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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

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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

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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

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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)

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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)

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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

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Questions and Discussion