

MINUTES
FLORIDA BOARD OF GOVERNORS
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE
BOCA RATON, FLORIDA
MAY 27, 2004

Mr. Dasburg, Chair, convened the meeting of the Strategic Planning/Educational Policy Committee of the Board of Governors at 11:20 a.m., in the Live Oak Pavilion, Florida Atlantic University, Boca Raton, Florida, May 27, 2004, with the following members present: Dr. Castell Bryant; Miguel DeGrandy; General Rolland Heiser; Sheila McDevitt; Gerri Moll; Lynn Pappas; Ava Parker; Carolyn K. Roberts; Dr. Howard Rock; Peter Rummell; Clayton Solomon; Steve Uhlfelder; and Dr. Zach Zachariah.

1. Approval of Minutes of Meeting held April 22, 2004

Dr. Zachariah moved that the Committee approve the Minutes of the meeting held April 22, 2004, as presented. Mr. DeGrandy seconded the motion, and members of the Committee concurred.

2. Update on Strategic Planning Process

Mr. Dasburg said that he had met with several Presidents individually. Dr. McKee had met with the Provosts to discuss the Board's Strategic Planning process and shared copies of the Y-axis with them. The Provosts had suggested certain tactical considerations in the implementation of the Board's Strategic Plan, not changes in the strategy. He said he had also met with the State University Presidents Association on May 18, 2004. He said they had engaged in a robust discussion, particularly on the objective of achieving membership in the AAU within the goal, "Building world-class academic research capacity." The Presidents had voted 9-2 to eliminate this objective and replace it with a more specific objective addressing research-related goals. Mr. Dasburg said he would pass on their suggestion to the Board of Governors. He said he had asked the Presidents to provide suggested language for a new objective, no later than the end of June, to be forwarded to the Board members. Acceptance of the new language would be through written consent or in discussion at the next Board meeting. Dr. Zachariah so moved. Dr. Rock seconded the motion, and members of the Committee concurred.

Mr. Dasburg said the Presidents had now spent considerable time reviewing the goals of the Strategic Plan and they believed they could adjust their own strategic plans to conform to the strategic goals of the State University System. Assuming the Committee gets acceptable language from the Presidents in June, Mr. Dasburg said he would consider the articulation of goals to be complete and would expect the universities to conform their plans to the System's plan. Further, it was critical that the Strategic Plan conform to the funding mechanisms.

He explained that an Invitation to Negotiate would be sent to several consulting firms to provide guidance to the Board with the implementation of the Plan and to help the Board in the allocation of resources to the universities. He said he hoped that a

proposal would be accepted by September. He expected that it would require six to eight weeks for the consultant to provide guidance to the universities and to this Board.

He said there had been some discussion of the Board's goals during the meeting of the Facilities Committee. He said, if there were no objection by the members of this Committee, he would accept their recommendation to amend the statement in goal 3, "Building world-class academic programs and research capacity." He said this was an oversight, and that academic programs were certainly a part of this goal. He so moved. Dr. Bryant seconded the motion, and members of the Committee concurred.

3. Medical Education Subcommittee Update

Dr. Zachariah reported that CEPRI had agreed to define the parameters of a model to assess the needs and costs of medical education in Florida. The staff has looked at the research papers and the process followed in Texas. He said if it were determined that there was a need, then the need would be addressed through increased numbers of residencies, or by creating more seats in Florida medical schools. He noted that there was no reason to expand medical education in Florida, if graduates did not stay in the State to practice medicine. He said the average cost per resident was \$190,000, including Medicare program support. He said the Committee should have the model by August/September with the assistance of UF's Bureau of Economic Research. The Committee should have the final report from CEPRI by October 13, 2004. There were no questions.

4. Presentation: Degree Program Supply and Demand

Mr. Dasburg said the Committee had asked for additional information about measuring program supply and demand at the doctoral and at the undergraduate level. He said that the framework for the question was whether academic programs were supply driven or demand driven. Dr. Nate Johnson described private college and university degree distribution, applications and admissions at the graduate level, and limited access programs.

Mr. Dasburg observed that the State might have a high demand for certain degrees. Demand might be created by renowned faculty and students seeking to study with them. There might also be demand for a field, such as studio art, in which the State has a low priority. He said that the market was the proxy for student demand. He inquired whether there should be an approach when there was no demand for a certain field of study. Dr. Bryant inquired whether other factors were in play, such as the length of study in certain fields.

President Hitt said it was difficult to compete with the entrepreneurial private institutions in the State which were awarding degrees out-of-state. Dr. Bryant concurred, but she noted that demand pockets exist, and students are willing to pay for certain degrees at private institutions. She said the Board needed to consider what should be included in its decision-making process for new degrees.

Mr. Dasburg said that Commissioner Horne had previously stated that universities tended to be supply-driven. He noted that there would be some demand that would not be satisfied. President Merwin commented on the "Chivas Regal effect," that if employers were paying, cost was not a factor.

Mr. Dasburg commented that from the perspective of the Board's Strategic Planning, if there were a need to produce more nurses, the constraint in addressing that need was insufficient faculty. President Maidique noted that in developing FIU's nursing program, the University had received significant funding from area hospitals. He added that it was crucial in fields, such as nursing, that the training be provided locally.

Mr. DeGrandy inquired what inhibits getting the needed faculty for training nurses. If it was the ratio of teachers to students, then what prevented the hiring of faculty. He said adding faculty would address the production of more nurses. Dr. Bryant said when students are recruited for a nursing program, the intent is that they will work at a clinical site. Are there other options? Dr. Maidique noted that these programs were restricted by clinical opportunities and the faculty needed to teach. He added that clinicians were not encouraged to become nursing faculty. Mr. Dasburg said the universities would solve these problems for the State; he asked that they bring their solutions back to this Board.

President Brogan said that if FAU could add the student slots, it would also need to hire the faculty. He noted, further, that many of the current faculty members were reaching the twilight of their careers. He commented that while the State had a need for teachers, the universities were not able to encourage students into that field. These were two critical need areas for the State, with two distinct sets of problems.

Mr. DeGrandy asked the universities for "outside the box" solutions. He said that he had started his legal career as a prosecutor, but had had to go into private practice in order to pay back his student loans. He suggested that the universities might encourage students into certain needed careers by creating a loan forgiveness policy. Dr. Bryant said the universities might need to start conversations with high school students; there might be other ways to encourage student interest.

Dr. Johnson also presented data about graduate fields with the most applicants. Mr. Dasburg said the Committee needed further detail about this information. Dr. Hitt noted that these statistics might be misleading. He noted that there were many international students in Engineering. Mr. Rummell suggested that the data should include a column with capacity constraints. It was not possible to distinguish capacity versus suitability. Ms. Moll said that she was not interested in Florida creating capacity for out-of-state students, nor in educating Floridians to work outside the State. Mr. Dasburg suggested a need for import/export statistics for these degree programs. Ms. Moll added that this information would also be helpful at the undergraduate level.

Mr. Dasburg noted that key programs attract world class faculty which attracts students, which then becomes a nationally recognized program. He said that all this plays back to the universities' plans. The Board's Strategic Plan works with the universities' plans, and then works to balance demand against available resources.

President Maidique suggested that the Committee look at specific programs rather than looking at the numbers. The Committee might also want to explore student motivation for certain programs.

Mr. Dasburg said that he would ask the Presidents to provide information on two programs which would be most illustrative from their campuses. Mr. DeGrandy said that nursing and education might be good examples for further data as to capacity and constraints.

Dr. Bryant inquired about a target date for this information. She expressed concern about beginning another academic year in the fall without a Strategic Plan in place.

Mr. Dasburg said the Committee and the Presidents and their Trustees have now accepted these strategic goals for the State University System, pending modification to the original goal of seeking membership in the AAU, which would be accomplished by written consent after receipt of the Presidents' recommendations in June. It is up to the staff to put the strategic goals in whatever usable form is needed. He said he believed the establishment of goals is a completed exercise, while he recognized that strategy would continue to evolve.

5. Adjournment

Meeting adjourned at 12:25 p.m., May 27, 2004.

John Dasburg,
Chairman

Mary-Anne Bestebreurtje,
Corporate Secretary