

MINUTES  
FLORIDA BOARD OF GOVERNORS  
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE  
TALLAHASSEE, FLORIDA  
DECEMBER 3, 2003

Mr. Dasburg, Chair, convened the meeting of the Strategic Planning/Educational Policy Committee of the Board of Governors at 2:00 p.m., in Rooms 1721/1725, Turlington Building, Tallahassee, Florida, December 3, 2003, with the following members present: Pam Bilbrey, Dr. Castell Bryant; Miguel DeGrandy; Commissioner Jim Horne; Gerri Moll; Ava Parker; Carolyn K. Roberts; Dr. Howard Rock; Peter Rummell; Patrick Sullivan; John W. Temple; Steve Uhlfelder; and Dr. Zachariah P. Zachariah.

1. Approval of Minutes of Meeting held October 22, 2003

Dr. Bryant moved that the Committee approve the Minutes of the meeting held October 22, 2003, as presented. Ms. Bilbrey seconded the motion, and members of the Committee concurred.

2. Discussion: Strategic Planning for the State University System

Mr. Dasburg said that as the Committee discussed Strategic Planning for the State University System, this task should be divided into two main areas, Part 1, the State University System goals, and Part 2, the constituent university goals. It was crucial to know the State view. He said the Committee had enlisted the help of a graduate business student from UF, Mr. Jamie Kraft, who had reviewed the strategy documents presented by the universities. He noted that these strategy documents had been developed by the universities by their own approaches, with very little guidance. He said in an earlier meeting, he had also asked the Chancellor to review all the strategy documents already produced, by the Board of Regents, by the State Board of Education, and by the Council for Educational Policy, Research and Improvement. He said from his standpoint, these did not outline goals. This Board, therefore, had very little historic direction for this task. He said he envisioned developing a matrix with the goals described along the Y-axis and showing the universities responding to these goals spread along the X-axis.

Mr. Kraft said he had reviewed the universities' Mission Statements and was able to identify certain commonalities among them. He said some identified their missions; others were confusing or too broad. Mr. Uhlfelder said some universities did not feel that this Board should be delving into institutional mission statements. Mr. Dasburg reminded Mr. Uhlfelder that the Constitutional Amendment gave the Board authority to "define the distinctive mission of each constituent university." He said the Board needed to set SUS goals so the universities could develop their Master Plans within the context of the System. He said this would clearly involve the active participation of the Legislature and the Governor, as well. He said he wanted to reach consensus on the System goals to be outlined on the Y-axis.

Dr. McKee indicated bachelor degrees per capita in Florida are below the national average. Ms. Moll said she heard and read a great deal about low baccalaureate degree production in Florida, and wondered whether this was related to low rates of high school graduation in the State. Commissioner Horne said there had been studies of the graduation rates. The biggest issue for improving the graduation rate was improving the persistence rate of those who started.

Mr. Dasburg said the Committee should begin the process of consensus building on the goals. The Committee might agree that one goal should be baccalaureate degree production. The Committee needs to determine the issues, and these will in turn drive the performance and accountability measures. Commissioner Horne said it was also critical to define the types of degrees needed, as some might be more needed than others. Mr. Dasburg said the Committee might help define the gaps and where those needed could be produced. Without goals in place, this cannot occur.

Mr. Uhlfelder noted that there had been some previous long-range program planning by the University System. Chancellor Austin concurred, noting that they did not necessarily address questions of quantitative goals, qualitative goals, and efficiency.

Dr. Bryant said Mr. Dasburg had identified certain potential goals for the System in Part 1. There needs to be some explanation what it means to this Board to award more baccalaureate degrees. She said there might need to be some information about the persistence factor, keeping students who enter as freshmen on course to graduation. Mr. Temple said this was the point where university goals met System goals. Mr. Dasburg said the universities would also be identifying their goals as part of this process, which would be bottoms up as well as top down.

Mr. Sullivan inquired why a goal would be to meet a stated national "average." Mr. DeGrandy said this was not just the goal because of a national "average," but rather because it was important in Florida to achieve such a result. He suggested that the Committee merge the System and institutional goals. He inquired what the data revealed about critical shortage areas. Dr. Rock observed that having a degree of any kind should be a goal. Ms. Bilbrey concurred. Mr. Dasburg emphasized that the strategy is the allocation of scarce resources. Dr. McKee noted that the State Board's Higher Education Funding Advisory Council had recommended achieving the national average. She noted that if the number of bachelor degrees per capita were increased to the level projected in the universities' plans for 2013, and if private universities grew at the same rate, there would still be a gap of 1980 degrees annually to reach the national average. This is roughly the number of degrees awarded annually by UNF. She said that leads to the question of how to close the gap, e.g., creating a new university, encouraging community colleges to award more bachelors degrees, or should a different goal be established. Dr. Bryant said that if the universities just improved their "persistence" rates, there would be an improvement in the graduation rates. Mr. Dasburg said the universities needed to make wise use of the resources already available to them. Mr. DeGrandy said step one would be to increase baccalaureate degrees in critical areas; how to do that is step two, implementation of the goal. Mr. Uhlfelder said the comparison might not be the national average and the Florida average; it should perhaps be the comparison of students actually enrolling in

the community colleges and the universities. Ms. Moll inquired if the "persistence" rate had declined over time.

Mr. Dasburg noted that reports on tuition and fees issued by the Chamber of Commerce worked off "averages."

Dr. McKee reviewed critical teacher shortage areas and the production of baccalaureate and masters degrees in various education disciplines. She also described university academic research infrastructure and research expenditures by top states. She described the National Research Council ratings of research/doctoral programs, noting that many considered these to be the most rigorous reviews. She said that universities the previous year had submitted 17 proposals for Centers of Excellence; three Centers had been selected, each receiving funding from the State.

Mr. Uhlfelder inquired if universities would be rewarded with additional funds if selected to become a member of the American Association of Universities. He said he would not be in favor of that. Commissioner Horne observed that Florida was not where it needed to be as a State in having a strong university research presence. President Hitt recommended that additional emphasis on university research should be directed at the population centers where there would be the opportunity for other spin-offs from the university based research.

Mrs. Roberts said the Board and the universities should be looking "up and out" beyond Florida. She said membership in the American Association of Universities was awarded to very few institutions, and those within its membership were clearly recognized among the country's best. She challenged all the University Presidents to seek membership in the AAU, as an indicator of the national stature of universities in Florida. Mr. Dasburg cautioned that he would not recommend the investment of scarce resources merely to achieve membership in the AAU, but rather the investment in research to bring recognition to the State University System and to build a strong economy for Florida. Ms. Moll added that it was important to establish the universities' reputation for excellence, which was addressed in Part 1 C, Building academic research capability.

Mr. Dasburg said the System goals were articulated in Part 1, A, B, and C. He inquired of the Committee members if anything should be removed from this list, or whether the list failed to include an important goal. As these goals were fleshed out, these would be aligned with the institutional goals.

Mr. Uhlfelder suggested that the goals should include assuring diversity in the universities' graduates. Dr. Bryant said graduates should reflect the profile of the population, but that this might be added as Part 1 D.

Mr. Dasburg said the next step was to send this document to the Chairs of the University Boards of Trustees and receive their suggestions, which would then be included. He said he had contacted all the Trustee Chairs asking them to identify a member of their Board to serve as a liaison to this Board on this task. He asked Board

members to give this document further review and provide additional suggestions to the Chancellor before this was sent to the universities for their discussion.

Mr. Temple suggested that he would add to Part 1 C, a System goal to promote statewide economic development.

3. Miscellaneous

Mr. Dasburg said there had been discussions of the need for additional medical schools in the State. He said this Committee and this Board need to be informed on this issue. He said with the Board Chair's indulgence, he would suggest a subcommittee, to include Dr. Zachariah and Mr. Temple, and any others, to work with the Chancellor and her staff, to gather the information. He suggested that they work with Mr. Monteleone and his staff and get information from the existing medical schools at UF, USF, UM, and FSU, and perform the necessary analysis of the costs of medical education.

4. Adjournment

Meeting adjourned at 3:20 p.m., December 3, 2003.

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John Dasburg,  
Chairman

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Mary-Anne Bestebreurtje,  
Corporate Secretary