

MINUTES
FLORIDA BOARD OF GOVERNORS
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE
TALLAHASSEE, FLORIDA
OCTOBER 22, 2003

Mr. Dasburg, Chair, convened the meeting of the Strategic Planning/Educational Policy Committee of the Board of Governors at 12:15 p.m., in the H. Manning Efferson Ballroom, Student Union, Florida A & M University, Tallahassee, Florida, October 22, 2003, with the following members present: Dr. Castell Bryant; Rolland Heiser; Commissioner Jim Horne; Gerri Moll; Ava Parker; Carolyn Roberts; Dr. Howard Rock; Peter Rummell; Patrick Sullivan; John W. Temple; Steve Uhlfelder; and Dr. Zachariah P. Zachariah (by telephone).

1. Approval of Minutes of Meetings held September 17, 2003, and September 24, 2003

Mr. Dasburg said the Minutes of the previous meetings of the Committee captured the discussions. Mr. Temple moved that the Committee approve the Minutes of the meeting held September 17, 2003, as presented. Dr. Bryant seconded the motion, and members of the Committee concurred. Mr. Temple moved that the Committee approve the Minutes of the meeting held September 24, 2003, as presented. Dr. Bryant seconded the motion, and members of the Committee concurred.

2. Consideration of Draft 4: Powers and Duties, Board of Governors

Mr. Dasburg said the Agenda included Draft 4, Powers and Duties, Board of Governors. He said the Preamble came largely from the text of the Constitutional Amendment. Dr. Rock moved that the Committee approve the Preamble, as written. Dr. Bryant seconded the motion, and members of the Committee concurred.

Mr. Dasburg said the document described the Board's powers and duties in five parts. He said Part 1 described the Board's duties and responsibilities with respect to the State University System. Dr. Rock suggested adding two statements, as follows: 1) that the Board supports faculty governance at each university; and 2) that the Board will strive to achieve competitive faculty salaries at each level. He said the Board should support strong academic governance. Commissioner Horne said he had a concern about the term "governance." Dr. Bryant concurred that she had some discomfort with the phrase, "faculty governance." She said she certainly supported academic freedom and the academic environment. Dr. Rock suggested, "support the proper role of faculty governance." Ms. Parker suggested that before considering this language, the Board should determine whether it is appropriate for this document to address faculty at all. Mr. Rummell said this would then require that the document single out other constituent groups at the universities. Mrs. Roberts added that she supported the faculty, but that this support was more appropriate from the University Trustees. Mr. Temple agreed. Dr. Rock withdrew the motion dealing with faculty.

As to the motion "striving to achieve nationally competitive salaries," Mr. Temple said this was also more appropriate to the local Trustees. Dr. Rock said this was important to achieving great universities. Mrs. Roberts said the Trustees were now responsible for collective bargaining, so this issue was inappropriate for inclusion in the statement of the Board's duties. Dr. Bryant said the Board's role was addressed in Part I.4. Dr. Rock withdrew this motion.

Mr. Dasburg said he had included a question in 12 about the power to remove the Chancellor. Dr. Bryant said this could be addressed by adding, "or remove," to 11, following, "Select or remove, with the advice and consent of the Commissioner...." Chancellor Austin said the Chancellor served "at will." Ms. Parker suggested that 12 would be less clumsy if it were rephrased, "Review annually the Chancellor's performance."

There were no further comments. Mr. Temple moved that the Committee approve Part 1, as amended. Dr. Bryant seconded the motion, and members of the Committee concurred.

Mr. Dasburg said Ms. Bilbrey suggested that the document be amended to be consistent throughout in its references to "constituent colleges and universities." Mr. Dasburg said Counsel had noted that adding "approval of the criteria" for a presidential search might exceed this Board's duties, as Section 1001.74, F.S., contemplates the University Boards of Trustees conducting presidential searches, but that he viewed this as an appropriate piece of the approval of the presidential search policies. Mr. Temple moved that the Committee approve Part II, as amended. Dr. Bryant seconded the motion, and members of the Committee concurred.

Mr. Dasburg said there had been a number of questions raised about Part III, as the statute referenced in Part III predates the existence of the Board of Governors. The statute was written prior to the approval of the Amendment creating the Board of Governors. Mr. Woodring reminded the Board that at its meeting on January 7, 2003, the Board had approved a resolution devolving enumerated powers and duties to the University Boards of Trustees. He said funds had been appropriated to the State University System in the Appropriations Bill contingent on the devolution to the Trustees of the powers and duties, as adopted by the Board on January 7, 2003.

Mr. Dasburg said the statute was revised prior to the adoption of the Constitutional Amendment. It would be wise for the Board to be consistent with its previous action. If the Board finds that it will be inconsistent with the statute, there will be discussions with the Legislature seeking statutory change. If there is serious conflict, there could be a Constitutional testing of many issues. Mr. Woodring agreed to the statement in Part III. Mr. Temple moved that the Committee approve Part III, as presented. Dr. Bryant seconded the motion, and members of the Committee concurred.

Mr. Dasburg said Part IV described Board operations, including election of officers and number of meetings per year. He said there was an expectation that members would attend these meetings in person. Mr. Temple suggested that 4., rules

governing attendance, be deleted. Ms. Parker suggested using the distinction of excused versus unexcused absences. Mr. Dasburg agreed that the provision dealing with attendance should be deleted; the Board Chair should have the discretion to address member attendance. Dr. Bryant moved that the Committee approve Part IV, as amended. Mr. Temple seconded the motion, and members of the Committee concurred.

Mr. Woodring cautioned that the Board could not limit its Constitutional authority in Part V.

Mrs. Roberts thanked Mr. Dasburg, especially, for the hard work in developing this Statement of the Board's powers and duties. There were no further comments. Dr. Bryant moved that the Committee approve the Statement of Powers and Duties. Mr. Temple seconded the motion, and members of the Committee unanimously approved the Statement for submission to the full Board for its approval.

3. Discussion, University Mission Statements

Mr. Dasburg said it was difficult to develop codices of the State University System's goals. The former Board of Regents had adopted a Strategic Plan for 1998-2003; the universities had adopted individual mission statements; the State Board of Education had adopted its 8 Strategic Imperatives. He said he had asked the Chancellor to pull together all these materials for the Committee to review at its December meeting. He said he welcomed comments and suggestions on these materials from Committee members. He said as this Committee developed statewide goals, it was important to start with what was already developed.

He recognized Representative Meador. Representative Meador said the economic vitality of the State related to the success of the universities. He said access to the baccalaureate degree was also critical.

Mr. Dasburg identified key tasks for the Committee. (1) The Committee should establish the goals of the State University System. (2) It should review and approve the goals of the constituent universities. (3) It should determine the criteria by which this Board reviews and approves those goals and the university mission statements. For example: are the university's goals realistic; are they supported by the assets available to the institution; and are they consistent with the SUS goals. Dr. Rock suggested that this work might be done by a subcommittee of the Board. Mr. Dasburg said the Strategic Planning Committee is the subcommittee for this purpose and any member of the Board is welcome to attend Strategic Planning Committee meetings.

Chancellor Austin said the current Master Plan for the State University System was the Plan adopted by the Board of Regents for the period 1998-2003. She said the plans submitted by the universities were in compliance with that Plan. She said the universities may be waiting for this Board to adopt its Strategic Plan before they update their plans.

Mr. Dasburg said the universities have submitted their strategic plans consistent with their view of their university missions. These might be consistent with the 1998 Plan or they may be new plans. He said they might not be the missions and goals this Board would adopt. At this point, there is no document which compares key elements from all the university mission statements. He suggested that his Committee work with the Chancellor to create a document which extracts the key goals out of each of the universities' Strategic Plans. The Committee must do a number of things simultaneously. One task is to determine the goals of the universities; another task is to examine the missions, goals, and key strategies of the universities in the context of SUS goals which we acknowledge exist in only the most rudimentary form. He said, for example, should a university seek to establish a medical school, this Board would surely have a view on that issue. Once the universities' missions, goals, and guiding principles are displayed in a comparative format, the Board can engage in further discussions of the criteria. He said he envisioned an iterative process. He emphasized that this was difficult, but important work. Dr. Rock said he was concerned about the criteria.

Mr. Rummell agreed that this was one of the most important tasks for this Board. He suggested that the Board might want to engage an outside consultant to assist.

Mr. Dasburg said the strategic plan is key to the allocation of scarce resources, but thus far, this Board lacks even the most primitive analysis of the previous work. He said he was familiar with the work of some excellent consultants in this area. Mr. Monteleone said he had previous experience with strategic planning and was happy to assist in finding the appropriate help and the resources to support this effort.

Ms. Parker said she wanted to be sure she understood the tasks before them. Mr. Dasburg said it was the responsibility of this Board to adopt a Strategic Plan for the State University System, and the Board needs help to do this task as well as approve the goals and mission of each university. The staff has thus far collected what has already been produced in this area; that is the two pages provided by the Chancellor. Some of the information is not helpful, some seems no longer relevant. In the end, it is this Board's responsibility to adopt the Strategic Plan for the State University System and approve the constituent university strategic plans.

Dr. Rock said he was interested in the criteria to be used in determining how the individual university plans fit within the overall SUS strategy. There were many questions about university missions, and the distinctions between old and new universities, urban and non-urban institutions. The Board needs the criteria against which the individual university strategies will be assessed. Mr. Dasburg said he had asked the Chancellor to begin the review of the individual university strategic plans. He said, however, the Board has to develop the criteria by which the university strategies are examined. Mr. Patrick Sullivan cautioned that the Board not fall too far into micro-managing the university trustees. Mr. Dasburg reminded Mr. Sullivan that taking on the duties enumerated in Part I of the Board's Powers and Duties were hard issues to tackle, but they must be tackled. There were no further comments.

4. Adjournment

Meeting adjourned at 2:10 p.m., October 22, 2003.

John Dasburg,
Chairman

Mary-Anne Bestebreurtje,
Corporate Secretary