

MINUTES
FLORIDA BOARD OF GOVERNORS
EXECUTIVE/STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEES
MIAMI, FLORIDA
SEPTEMBER 17, 2003

Mrs. Roberts, Chair, convened the meeting of the Executive/Strategic Planning/Educational Policy Committees of the Board of Governors at 11:00 a.m., in the Graham Center, Florida International University, Miami, Florida, September 17, 2003, with the following members present: John Dasburg, Miguel DeGrandy, Commissioner Jim Horne, Gerri Moll (by telephone), Peter Rummell (by telephone), Steve Uhlfelder (by telephone), and Dr. Zachariah P. Zachariah. Other members present: Dr. Castell Bryant, General Rolland Heiser, Dr. Howard Rock, Patrick Sullivan (by telephone), and John Temple.

Mr. Dasburg thanked all the members for participating in this meeting. He said the purpose of the meeting was to develop a proposed Charter for the Board of Governors and to discuss the key ingredients of such a Charter. The Board's Charter should also have a keen inter-relationship with the University Charters. He said Mrs. Roberts had established committees for the work of this Board. These committees should be aligned with the committees of the University Boards of Trustees, and a relationship developed between the members of this Board with the chairs of the respective Trustee committees, similar to the relationship Mrs. Roberts has with the Chairs of the University Boards.

Mr. Rummell inquired whether the Trustee committees were similar to this Board's committees. Mr. Dasburg said there were some with similar committees. He said that the UF Board's Strategic Planning Committee was disbanded once they had completed the development of the University's Strategic Plan. He noted, however, that there was Board control over the implementation of the Plan. He said Mr. Uhlfelder's Accountability Committee should have a university counterpart. Mrs. Roberts commented that this Board had not yet reviewed or accepted the University Strategic Plans; the universities may have disbanded their committees too soon. She said she was not sure if there were university economic development committees. She said she would ask the Corporate Secretary to distribute the Board's committee list to the universities so there would be better alignment of the committees. She suggested that at the minimum, there should be communication, chair to chair. Mrs. Roberts said she would send a letter to the Chair of each of the Boards with a copy of the Board's committee list seeking the appropriate contact members of the University Boards. Mr. DeGrandy said it should be clear that there was no intent by this Board to micromanage the University Boards, that this was for more efficient interaction, not to provide direction. He said the message should be positive, that this Board sought input from the University Boards. Commissioner Horne said this would ensure that this Board's Strategic Plan had links with each institution.

Mr. Dasburg said he hoped to produce a Board Of Governors Charter. It would specify the duties and powers of the Board of Governors. He said the Strategic Planning Committee had previously considered some key responsibilities for the

Board's Charter, i.e., to establish goals for the State University System; to define the mission and approve the goals and key strategies of each constituent university; to avoid "wasteful" duplication of facilities and programs, "wasteful" in quotation marks as there will be necessary duplication; to measure performance and efficiency, and account for expenditures; and funding. He said he had also distributed to the members, an outline of the contents of the Board's Charter, which should be divided into three parts, i.e., the needs of the university, the needs of the State; and financing needs. He said the Board needed a coherent set of goals. He noted that the issue of tuition was a ticklish one, but that the Board should have some say on this issue. He said once the Board adopted its Charter, then the Board committees could define their roles. The universities would then know what this Board was doing.

Mr. Uhlfelder said this Board should encourage inter-university cooperation. In distance learning, the universities should encourage students to take on-line courses offered by sister institutions.

Mrs. Roberts said the Board of Governors would establish the mission for the State University System, and, in concert with the University Boards, define the missions of each university. Dr. Bryant said it was clear that this Board needed to establish its vision and mission before beginning to approve university missions. Dr. Rock suggested that the Board use the 1998-2003 Strategic Plan adopted by the Board of Regents as a starting point.

Mr. Dasburg said the starting point was to describe the responsibilities of this Board, for example, deciding that this Board should provide an overall vision. In addition, the Board needs to be able to determine whether it has done a good job. Dr. Austin said it would be helpful to define "mission." She said all the universities have a mission for teaching, research, and service, but there is at the core that which distinguishes one from the other. There is a role for the individual institutions within the overall mission of the State University System.

Dr. Bryant said she envisioned the Board's vision/mission to represent what people expected from the universities in the State University System. She said the statement would provide direction as to what the Board would do and to what the universities would be held accountable. This statement would say what higher education in Florida should be about and what it should do.

Mr. DeGrandy said there were differences in opinion about all these issues. He said the Board should first focus on its Charter, which should be a simple document and state clearly those things for which this Board will be held accountable. Mr. Dasburg said it should not be a discourse on the individual university mission statements. He noted, however, that there were clear distinctions between the baccalaureate mission of New College and the comprehensive research mission of UF. This Board should adopt key goals.

Mr. Dasburg said that every word in the Charter matters. The Board should focus on the verbs. Mr. Monteleone said the Board should develop and implement its vision through the activities of the universities for Florida. Mr. Dasburg said he would advocate one responsibility within the Charter, that the Board should establish the

overarching vision for the State University System. Mrs. Roberts said the text for the Charter could be taken directly from the text of Amendment 11. Mr. DeGrandy said the Board must comply with the organic document, the Constitutional Amendment, and fulfill the requirements of its responsibilities under that document. Anything beyond that should be all that flows there from or that which is not prohibited by the Constitution. The Charter should state the Board's responsibilities and what should be done to fulfill these responsibilities. If divided into two parts, Part I should be the Constitutional mandate and Part II should be additional responsibilities within the penumbra of the Board's authority. In writing Part I, there would be no need for public inquiry; Part II may need public input as to other permissible issues for the Board's jurisdiction.

Mr. Uhlfelder noted that the State Board was reviewing requests from community colleges to offer baccalaureate degrees. As the community colleges expand to offer these degrees, he inquired whether this Board assumes responsibility for these colleges. Commissioner Horne said this Board had very broad authority.

Mr. DeGrandy said the Board's policy should be to review and approve the university Strategic Plans, not to dictate university missions. Mr. Dasburg said the Amendment gave the Board the authority to operate, regulate and control the universities; members could debate approving goals and key strategies. He inquired if "define the mission" meant the Board would define university missions or simply accept university missions, as presented. Mrs. Roberts said she believed it was the Board's responsibility to define the mission. She said the Board could delegate duties, but could not delegate its responsibilities. Dr. Bryant said this meant defining the mission and establishing the goals for the whole State University System.

Mr. Dasburg said the Board needed to reach a consensus about the responsibilities of the Board of Governors. Mr. Rummell said this should start with a vision for the State University System out 20 years; everything should be measurable. Mr. Dasburg suggested that the first statement of the Board's Charter should be, "Define the vision and mission and establish the goals of the whole State University System." Mr. DeGrandy suggested that the statement should include defining the vision and mission for each institution, as well. Mr. Dasburg suggested the second statement to be, "establishing the mission of each individual university." Commissioner Horne said the University Boards had important members whose services they would not want to lose. He suggested they define a bigger vision for the System. The Board should find the proper balance between dictating versus empowering the Boards of Trustees. Mr. DeGrandy suggested the second statement should read, "Define the mission and goals and key strategies of each university." Mrs. Roberts said she liked Mr. Dasburg's proposal, "Define the mission and approve the goals and key strategies of each constituent university." Mr. Dasburg said this statement should embrace the notion that the universities have their own Boards of Trustees; this is not exclusively a top-down System. Mrs. Roberts agreed, noting that the universities' goals were aggressive and ambitious. She said this Board would review the needs of the State and make decisions how all the universities fit within the whole mission. Mr. Dasburg said the Board also needed to convey a sense of scarce resources. Mr. DeGrandy suggested the Charter statement as defining the mission in a "decentralized model," which does not prohibit the Board from not approving an ambitious university plan. He said the

Charter should set the tone as a decentralized model. Dr. Bryant said the reality was the Charter should place this Board in a position that it can make the necessary decisions without needing Supreme Court interpretation.

Dr. Zachariah acknowledged the eleven University Boards of Trustees. Nevertheless, this Board has a Constitutional mandate. The Charter should not include "decentralizing" language, which is not found in the text of the Amendment. Mr. DeGrandy suggested adding, as a parenthetical statement, Define the mission... (through a decentralized model that provides due consideration of the approved mission, goals and strategic plans of each university). He recognized that this Board had the ultimate authority, but that the Board would act within the context of a decentralized model. Mr. DeGrandy added that the buck still stops with this Board, by virtue of the Amendment. Mrs. Roberts said that while she supports decentralization, the Board needed to implement the Amendment.

Mr. Dasburg asked for comments on the suggestion, Avoid wasteful duplication of facilities and programs. Dr. Bryant suggested the verb, prevent, rather than "avoid." Mr. Uhlfelder said he wanted a statement that would encourage the cooperation of the universities.

Mr. Dasburg asked for comments on the next suggestion, Measure performance and efficiency, and account for expenditures. Dr. Rock said these were two separate issues. He suggested "measure performance and efficiency" as a stand-alone measure.

Mr. Dasburg said the next point should be, Account for appropriated expenditures. He suggested that this would include the Board's audit function. Dr. Bryant said the Board requested funds from the Legislature. The Board could not be separated from that process. Mr. Dasburg said that however the funds were appropriated, the Board was responsible for accounting for the expenditures. He said that the universities received funds three ways: the Legislature appropriated funds; the universities raised funds privately; the universities collected tuition. He said a key issue was authority for tuition. Mr. Uhlfelder added the authority for fees. Dr. Rock suggested this Board had authority for tuition and fees. He suggested the statement, "the Board should establish the policy governing tuition and fees." Mrs. Roberts cautioned that she did not want to be confrontational with the Legislature. Mr. Patrick Sullivan said that some of the University Trustees had indicated that this Board was micro-managing them. He said the tuition issue was very important to students.

President Maidique acknowledged the authority of the Board of Governors. He said, however, there were 141 citizens of the State serving as Trustees and the Board should grant them sufficient flexibility and authority to do their jobs, and continue to support them. He said this Board should operate at the highest policy level and assure the quality of the universities. He said a high school diploma was valued in the early 1900's; a 21st century economy demanded at least a baccalaureate, if not more advanced degrees.

Mr. DeGrandy said there had been news that day of the indictment of one of the fundraisers at the UF Foundation. He said the Board might need to review these types of problems. Dr. Austin said there were several other university audits she would share with the members. Dr. Rock said this might be included under a statement of "maintaining financial integrity systemwide." Mr. DeGrandy said the Board should exercise some oversight function to assure the integrity of the funds. Mr. Dasburg said he viewed this Board's responsibility to assure that each Board of Trustees has an audit committee; this Board is responsible for the integrity of the process. Commissioner Horne cautioned that the universities would soon not be state agencies, and would not be audited by the State. Mr. Dasburg said if there were serious irregularities with the private fundraising of the universities, this Board would need to have some type of audit integrity function. He asked Mr. DeGrandy to draft the language for that issue, suggesting "ensure the financial integrity of the private fundraising of the constituent universities." Dr. Rock cautioned against micro-managing by the Board. He suggested, "the Board is responsible for ensuring the financial integrity of the constituent universities" without qualifying this responsibility vis-à-vis public or private funds.

Mr. Dasburg said the Charter should include a Preamble which would have a broad statement that this Board was not micro-managing.

Mr. Monteleone suggested this statement, "the Board assess the long-term and short-term financial needs of the System to achieve its vision and develop financial strategies to meet those needs," followed with an a. establish policies governing tuition and fees, and b. establish legislative policy.

Mr. Degrandy said he had read that the University Presidents were discussing enrollment caps. He suggested that this Board should make such a determination, not the Presidents nor the Chairs of the Boards of Trustees.

Mr. Dasburg said there were profound distinctions in the roles of the Boards. The Board of Governors should decide, for example, that there is a need in Florida for new nurses, a macro-level decision; the university makes the decision on the number it can produce in a year. He said the decision on new baccalaureate and masters degrees is made by the Trustees. Mr. Dasburg said the Charter should state that the Board determines policies on access and enrollment. Mr. DeGrandy noted that the Board could choose which issues to delegate.

Mr. Dasburg thanked all for an excellent meeting. He asked the Chancellor to prepare a matrix of the university mission statements for the further review of the Board and said he would circulate a draft charter.

Meeting adjourned at 2:20 p.m., September 17, 2003.

John Dasburg
Chairman

Mary-Anne Bestebreurtje, Corporate Secretary