

MINUTES  
BOARD OF GOVERNORS  
STATE UNIVERSITY SYSTEM OF FLORIDA  
STRATEGIC PLANNING COMMITTEE  
UNIVERSITY OF FLORIDA  
PRESIDENTS ROOM, EMERSON ALUMNI HALL  
GAINESVILLE, FLORIDA  
NOVEMBER 4, 2010

Mr. Martin convened the meeting of the Strategic Planning Committee of the Board of Governors at 9:25 a.m., in the Presidents Room, Emerson Alumni Hall, University of Florida, Gainesville, November 4, 2010, with the following members present: John Rood, Vice Chair; Dean Colson; Mori Hosseini; Tico Perez; and Dr. Rick Yost. Other Board members present were Dick Beard; Charlie Edwards; Gallop Franklin; Dr. Stanley Marshall; Ava Parker; Gus Stavros; and Norman Tripp.

1. Approval of Minutes of Meeting held September 16, 2010

Mr. Perez moved that the Committee approve the Minutes of the Meeting of the Strategic Planning Committee held September 16, 2010, as presented. Mr. Hosseini seconded the motion, and members of the Committee concurred.

2. Recommendations, New Florida 2010 Initiative

Mr. Martin said that at the last meeting of the Academic and Student Affairs Committee, Dr. LeMon had provided an overview of New Florida 2010, which was the name given to the short-term plan to use effectively the Legislature's \$12 million investment in the New Florida Initiative through three specific programs, i.e., Research Commercialization Assistance Awards, New Florida Scholar's Boost Awards, and New Florida Clustering Awards. He noted that the Florida Teaching, Research, and Scholarship Board had made \$2 million in awards in the Research Commercialization category and it was the responsibility of this Board to award the remaining \$10 million for the Scholar's Boost and Clustering awards. He said that Mrs. Frost and Mr. Rood had been briefed at length about the process and had reviewed many of the proposals. He thanked them both for their work. He noted that the Committee had held a special conference call meeting on October 27, 2010, to review the process and to learn more about the proposals which had been submitted by the universities. He said the call had provided Committee members the opportunity to ask questions about the process and about the proposals.

Dr. LeMon said the Board had received 93 proposals for New Florida funding, for a total request of over \$30 million. He said the Committee had discussed recommending 31 for funding: 16 Scholar's Boost awards worth \$3.5 million and 15 Clustering awards worth \$6.5 million. He said the awards were in many areas,

including health, aerospace, engineering, and geophysical threats. He commented that the proposals were amazing. He said that even if the Board had \$20 million to distribute, there would still be viable proposals left unfunded.

Mr. Rood said he had read several proposals and they were quite impressive. Mr. Brogan thanked Dr. LeMon who had developed the review process and had led the team of reviewers. He said he had developed the application process in a way that had led to an excellent outcome. He said it was clear that \$10 million was not enough to fund all these excellent proposals. He said in this first year they had focused on STEM areas for funding. He said the reviewers had considered collaborative efforts and whether the universities had committed any other private or public funds to the proposals. He said these proposals demonstrated the power of the State University System and the potential impact from great ideas. He said there was a benefit to the entire state from these collaborations and the outcomes from the projects.

Mr. Martin said the number of total proposals was impressive. He said reviewing them had required a lot of work. Mr. Hosseini inquired how the proposals had been prioritized. Chancellor Brogan said the universities had been asked to prioritize their proposals as they aligned with the universities' strategic plans, as they did for their proposals for federal funding. He said the applications had been scrutinized for alignment with the universities' missions and strategic plans.

President Ammons said the proposals from FAMU did align with the University's strategic plan and with the work plan presented in June. He said the proposals were in health care. He commented that faculty had developed five patents which they hoped to move to commercialization. He said all the universities needed to recruit and retain outstanding faculty and to do that, they needed to be able to offer attractive start-up packages.

Mr. Rood moved that the Committee approve the New Florida 2010 awards and funding recommendations, as presented. Mr. Hosseini seconded the motion, and members of the Committee concurred. Chancellor Brogan said he hoped the Legislature would provide funding again next Session.

3. Academic Offerings in Close Proximity to Another University:  
UF and FIU; FSU and FAU; and FAMU and UWF

Mr. Martin said that since the September Board meeting, Chancellor Brogan had been engaged in lively discussions with several presidents. He said the Committee was interested in hearing the status of these discussions.

Chancellor Brogan said he had had several conversations regarding academic offerings while the staff was developing appropriate regulations. He said the universities were moving beyond their historical boundaries, e.g., FSU's medical school

was located all around the state; IFAS centers were located in every county. He said there were other examples of universities going beyond their traditional boundaries. He said nobody was interested in stopping the universities from offering programs "off-site." He said, however, that the Board needed to have a process in place for the consideration of these opportunities so as not to create duplication or inefficiencies. He said the staff was working on a regulation on campuses and site creation. He noted that the intent of such a regulation was not to prevent universities from exploring opportunities, but to be sure that these activities were undertaken in the best interest of the System.

Chancellor Brogan said UF had explored offering a program in Miami with Miami Dade College. He said Presidents Machen and Rosenberg had discussed the program to be offered, an IFAS program, and the questions had been resolved. President Machen said there had been a communication gap. He said the matter did not rise to the level for this Board to decide. Chancellor Brogan said communication was important; any misunderstanding was inadvertent. He said the process should include communications with the other affected institution; this should be included in the regulation.

Chancellor Brogan said the matter between FSU and FAU involved FSU's film school. He said FSU's film faculty had been approached by a private entity, Digital Domain, a California based firm involved in digital film and animation. He said the company sought a footprint in Florida. President Barron said the company anticipated creating 500 high-tech jobs in Florida with an expansion into the state. He said FSU had entered a contract with Digital Domain which sought to establish a program in West Palm Beach. He said the contract was simple and had called for FSU faculty to create a curriculum for Digital Domain to establish a private film school in West Palm Beach. He noted that this had been characterized in the local press as FSU having a school in West Palm Beach. He said FSU would have opportunities for internships and some graduate student slots. He commented that FAU offered programs in digital film and digital animation in Palm Beach County. He said he would attempt to orchestrate a relationship and partnership opportunities for FAU's programs.

Dr. Saunders said she was concerned about an SUS curriculum being developed for a private entity which would be in direct competition with another public university. Chancellor Brogan said the issue of partnerships with private entities had not been previously resolved.

President Barron said he welcomed the discussion. He distributed a two-page synopsis of FSU's dealings with Digital Domain. He said Digital Domain had a big vision for West Palm Beach. He said FSU had a contract to advise the company in the development of a curriculum. He said at this point, that was the only piece that was done. He said FSU did not know where Digital Domain planned to locate this program. He said Digital Domain had been discussing a possible location with West Palm Beach.

He said they were talking about creating 500 jobs and giving FSU space for 12 graduate students and a limited number of undergraduate students. He said there were enormous opportunities for collaboration if Digital Domain were to come to Florida. He said Digital Domain had asked the City of West Palm for \$15 million. He said no deal had yet been signed. He said negotiations were set to continue later in the week. He said Digital Domain intended to offer a certificate for potential employees. He said this had the potential to be a large industry.

Dr. Barron said the final piece in the project was the phase being described in the press with 1,000 students and an accredited university offering. He said it was stated that FSU would enable Digital Domain as a private enterprise to be in competition with FAU. He said the discussions were about a business model, not the development of a university. He noted that on this piece, there was no agreement with FSU. He said these were plans presented by Digital Domain in its presentations to West Palm Beach.

Dr. Barron said FSU was only advising Digital Domain what it would take to develop a curriculum; the space would include a digital laboratory. He said it would take about \$1 to \$2 million to operate the lab, and he was not sure FSU had the resources.

Mr. Hosseini said it appeared that FAU had a program in film and digital animation and that the press was creating some uncertainty for both FAU and FSU. He encouraged President Saunders and President Barron to discuss the proposal. He said there was a need for some collaboration.

Dr. Saunders inquired about the timeline for a degree offering. Dr. Barron said that Digital Domain had announced a broad plan and had asked FSU to advise them and to help develop a certified program. Dr. Saunders said she saw it as a contract for two years, for \$800,000, to create a curriculum for a Digital Domain institute, a degree-offering entity.

Mr. Edwards suggested that FAU should be brought into the discussions with Digital Domain. He said the stronger the System was, the stronger the universities would be. He said he viewed this as an opportunity for both schools, but that FAU had expressed a legitimate concern. Mr. Stavros said both Dr. Saunders and Dr. Barron were capable and outstanding presidents, but that communication was needed. President Barron agreed with Mr. Edwards that the opportunities for students were enormous if Digital Domain came to Florida.

Mr. Tripp said that while Digital Domain had approached FSU, he felt that FSU should have picked up the phone to speak with FAU. He said this was a great opportunity for collaboration. President Rosenberg said many would be watching the outcome of these conversations. He said there was the potential to hollow out neighboring universities; this was an appropriate issue for Board discussion. He said

he applauded the entrepreneurship demonstrated in this venture; this opened up great opportunities around the state. He said the Board had the opportunity to add resources, so these ventures needed a focused approach. He said this entailed a broader issue.

Mr. Martin encouraged communication between the affected parties. He said these ventures represented economic opportunities for the state and the System should be involved in these conversations. He said there could be opportunities for multiple universities and these did rise to the state system level. He added that the Chancellor should be a part of the discussions. He said he would be interested in FSU's analysis.

Dr. Barron commented that the MOU had been requested by West Palm Beach. There had been no agreement by FSU, but a willingness to participate for a limited number of students. He said Digital Domain had asked for \$15 million from West Palm Beach. He added that Digital Domain had suggested the amount of space needed, but that this had not yet been agreed. He said FSU was now discussing whether it could fund this program.

Mr. Beard said the Board should be encouraging the universities to bring jobs to the state. He noted that Digital Domain had selected FSU.

Chancellor Brogan said that this item was not before the Board for approval or denial, but rather to discuss how to proceed. He said he was not suggesting that the Board should squash this type of entrepreneurship, but that the Board did need to have an organized approach to these activities. He said the Board had the Constitutional responsibility to organize and manage the universities to avoid unnecessary duplication. He said he did not want to just hope that people were doing the right thing, but that they were organized to benefit the institutions and the State of Florida. He said the universities needed to be able to maximize all their opportunities, as well.

Mr. Hosseini said that the Board had a responsibility for these types of cases; Legislators had also reminded Board members of their responsibility to the taxpayers. He said he saw a clear problem of duplication between FSU and FAU. He said this was a System issue and should be addressed.

Ms. Parker noted that there was no regulation in place governing the impact of these activities on the System. She said the Board needed to provide direction. She said the presidents could engage in conversation, but this might not accomplish anything. She said the Board could offer direction to the universities as the issue continued to move forward. She added that the Board could direct the Chancellor's action. She said she viewed this as a System-wide problem affecting academic and student affairs, strategic planning, the certification of programs and curriculum. She said the Board should offer greater direction than offering to talk. She said nothing was solved by merely talking.

President Barron commented that Digital Domain had met with FAU. He said he could not tell Digital Domain what to do. Chancellor Brogan agreed that there was no way to force particular behavior by private entities. He said it was possible to be better organized as a System to be able to encourage partnership opportunities between public universities and private entities.

Mr. Martin commented that the Chancellor should also be exploring opportunities for these private entities to operate throughout the state. He said he would want to speak in one voice that welcomed Digital Domain to Florida.

Chancellor Brogan said that in the 2010 Legislative Session, FAMU had received an appropriation for a "rural university initiative," naming Crestview as the site for this initiative. He said FAMU planned to offer pharmacy and other health-related programs there. He said there was general agreement that UWF supported FAMU in offering the Pharm.D. in Crestview. President Ammons said they would be working to develop the other health-related programs to have a coordinated approach to integrate the Crestview site. Chancellor Brogan said he expected an instructional site proposal from FAMU which would provide additional information. He said an element of university collaboration would be included in the regulation being developed regarding site approval. He said President Ammons hoped the Board would consider the proposed reconstruction and renovation of the facility as well as the proposed academic offerings in Crestview at the January meeting. He said he did not think the question of the academic program offerings would be resolved by January but staff continued its review of the Crestview project. He said the two Presidents also continued their discussions. He said it was important to plan the direction of the University System without impeding economic development opportunities, and that this should be done in an articulated and coordinated manner.

President Bense said there was a larger issue. She said communication was important but there was also a political element when Legislators pick sites for one of the universities. She said there was a certain tension on these issues between Legislators and members of the Board of Governors. She noted that some years ago, Legislators had added a site in Panama City, and had now added a site in Crestview, neither of which were major population centers. She said the politics were not taking into consideration the Board of Governors. She said she viewed the Crestview site as harming UWF, and this was an issue where the Board of Governors should be in charge and not the Legislature.

President Ammons said that FAMU was not part of a scheme to harm UWF, but had been invited to bring a set of programs to Crestview. He said they were in the process of selecting a contractor to complete the renovation of the facilities. He said the funds appropriated needed to be spent. He explained that the Pharm.D. was the program which would be implemented at the Crestview site. He said design work was

underway, and there was a timeframe for the city to give the building to FAMU to provide certain programs. He said he hoped to begin the implementation of programs in the Fall of 2012. He said he was committed to working together.

Mr. Martin said that communication was critical. Ms Parker noted that these discussions were time-sensitive. She said the presidents had met. She said the Board needed to be sure that the interests of the universities and the System were met. Chancellor Brogan said he anticipated that there would be a recommendation for the Board in January on the proposed instructional site. He said he would continue to press both presidents to continue their conversations on the additional programs to be offered.

President Ammons said he was committed to getting this done because of the schedule for the renovation and the need to draw down the funds. He said there was no duplication with the Pharm.D. which had always been the first program they had planned to start. He said the appropriation did not include the funds to implement all the other programs. He said he hoped the Board would take the necessary action in January, and develop the appropriate template for the process going forward.

President Bense said the sense of urgency should not drive all the decisions. She said she was surprised by the long list of programs being discussed for Crestview. She inquired about the authority of the appropriations bill as it related to program offerings. She said the Board should have some basic discussions regarding the proposed programs. Chancellor Brogan said the legislative language had created the program mix. President Ammons said the Pharm.D. was not the issue. He said FAMU's commitment to that program coincided with the construction schedule. He said the goal was to obtain approval of the educational site by the Board to allow the contract for construction to proceed. He said he would work with UWF on the other program issues.

Mr. Stavros said communication was important, but it was also important to know the whole story.

Chancellor Brogan noted that these three different scenarios were representative samples of the bigger issues. He said it was important for the System going forward to create an organized approach. Mr. Tripp said Legislators should be part of the conversation, so the universities would not find themselves in these situations.

Ms. Parker encouraged the Chancellor to continue to work with the presidents. She said the Board needed to get a regulation in place. She said the Board was not looking to get into university business, but these were important issues for the University System.

4. Closing Remarks and Adjournment

Mr. Martin said the agenda included the Strategic Planning Committee's Work Plan for 2011 and the items to be addressed over the course of the year's meetings. He asked members to review the Work Plan and offer any comments to staff. He noted that the Committee would have the task of updating and developing a new written strategic plan for the State University System.

There being no further business, the meeting adjourned at 10:50 a. m., November 4, 2010.

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Frank T. Martin, Chair

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Mary-Anne Bestebreurtje,  
Corporate Secretary