

MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
STRATEGIC PLANNING COMMITTEE
PREMIER CLUB, FAU STADIUM
FLORIDA ATLANTIC UNIVERSITY
BOCA RATON, FLORIDA
NOVEMBER 9, 2011

Mr. Martin convened the meeting of the Strategic Planning Committee of the Board of Governors at 2:00 p.m., in the Premier Club, FAU Stadium, Florida Atlantic University, Boca Raton, November 9, 2011, with the following members present: John Rood, Vice Chair; Dean Colson; Pat Frost; Mori Hosseini; Tico Perez; and Dr. Rick Yost. Other Board members present were Dick Beard, Chris Corr, Ann Duncan, Michael Long, Ava Parker, Gus Stavros, John Temple, and Norm Tripp.

Mr. Martin thanked the members of the Committee and the other members of the Board for their attendance. He said the Committee had a full agenda.

1. Approval of Minutes of the Meetings of the Strategic Planning Committee held August 26, 2011, and September 14-15, 2011

Dr. Yost moved that the Committee approve the Minutes of the Meeting of the Strategic Planning Committee held August 26, 2011, as presented. Mrs. Frost seconded the motion, and members of the Committee concurred.

Mr. Hosseini asked Dr. Marshall Goodman for a clarification of a statement he had made at the September meeting that private donors would fund the residence hall and the Wellness Center on the USF Polytechnic campus. Dr. Goodman corrected that statement noting that private donors had raised \$11.5 million for the Wellness Center and that the residence hall would be funded by private donors and by public funds. Mr. Hosseini moved that the Committee approve the Minutes of the Meeting of the Strategic Planning Committee held September 14-15, 2011, as corrected. Mr. Beard seconded the motion, and members of the Committee concurred.

2. Board of Governors' Strategic Plan for the State University System of Florida: 2012-2025

Mr. Martin said the draft Strategic Plan followed the outline that had been developed by the Committee during meetings that began last March, when Dr. Dottie Minear had presented national data on Florida's performance and rankings on degrees and graduates, and the Committee had discussed challenges facing the System. He said that he and Mr. Rood, the Vice Chair, had met in April to agree on the strategic

planning period and to begin to outline the critical components of a System Plan. In June, he said the Committee had met by conference call to agree on an outline for the plan. At the regular June meeting, the Committee had discussed a vision and priorities for the System. At the August meeting, mission and vision statements for the SUS were crafted. In September, the Committee had agreed on three critical areas of emphasis: Excellence, Productivity, and Strategic Priorities for a Knowledge Economy. He noted that this work followed the process that had been developed with University Work Plans and the System's Annual Report, both of which were designed to inform institutional and System-level strategic planning.

Mr. Martin said that at his direction, staff had drafted a concise Plan that recognized the challenges the System and State would face during 2012-2025, identified priorities for the state universities, and laid out clear and focused goals for the System along with performance indicators that would allow the Board to monitor progress toward the goals. He noted that the Plan was not a finished product - that it provided an outline of principles and priorities for the Board to use as it addressed the System challenges in coming years. He commented that the Plan would guide the work of the Board and that it would evolve as the Board's goals and metrics were refined.

Mr. Martin noted that Board committees were already working on projects that addressed critical issues, i.e., funding, facilities needs, and academic program coordination. He said the Strategic Plan would continue to build out as the Board responded to System challenges. He said he hoped the Committee would act on the draft Strategic Plan, and move the Plan forward to the Board for action.

Dr. Jon Rogers explained that the State University System was facing significant challenges. He said the Strategic Plan provided a clear and positive message from this Board. The Plan stated the priorities of the Board in four areas: appropriate and predictable funding; an efficient structure for higher education; greater program coordination; and a concern about facilities funding. He said the leadership of this Board was prepared to face the challenges and continued to work with the universities as it developed the goals and the metrics. He noted that they had developed the nine directional goals and the 28 performance indicators for 2025 at the September Committee meeting. He emphasized that the process was ongoing, and that the Plan provided a structure for the System moving forward. Mr. Jason Jones provided the Committee with an overview of the performance indicators as they related to the tripartite mission of the universities: Teaching and Learning, Research, Scholarship, and Innovation, and Community and Business Engagement.

Ms. Duncan inquired about wages or job indicators. Dr. Rogers said that staff would work with university representatives to develop appropriate measures.

Chancellor Brogan said that the office continued to exchange data with the Governor's Office on issues related to tying degrees to the workplace. He said the staff

continued to refine the data collection process. He thanked Mr. Martin for his leadership of this process.

Mr. Colson moved that the Committee approve the draft Strategic Plan, and forward it to the full Board for its approval. Mr. Hosseini seconded the motion, and members of the Committee concurred.

Mr. Martin thanked the Board staff for their work, especially Dr. Minear. He also thanked all the university staff who had worked with the Board in developing the Strategic Plan.

2. Dental Education, University Proposals

Mr. Martin said that over the past several months the Committee had heard presentations on dental education. Following the university presentations at the September meeting, the Committee had directed the universities to go back and consider whether a different, collaborative arrangement could be agreed upon between the institutions. He said at this meeting, the Committee had one proposal, a collaborative proposal from Florida A & M University and the University of Florida.

Chancellor Brogan thanked the Presidents for their work on these proposals. He said the FAMU/UF proposal was very interesting. He noted that the Committee had explored the issues of dental services and dental education in Florida. He said they knew of the need to increase the numbers of minority dentists in the state and about exploring opportunities for low income and rural students. He said the Committee had also heard about UF's rural outreach clinics. He commented that the FAMU/UF proposal addressed the need to increase the number of minority dentists and the training of dentists to practice in rural Florida. He said FAMU proposed to put in place a special program to create a pipeline of students for the UF College of Dentistry.

Chancellor Brogan said that he had met a number of times with Secretary Farmer of the Florida Department of Health to discuss a proposed Memorandum of Understanding. He said the Board wanted the ability to approach the Legislature to support programs already in place and funding support for dental graduates who wanted to practice in rural areas. He said that as more opportunities became available in rural areas, these might be attractive to students. He noted that one problem was the low rate of Medicaid reimbursement; if the state could address that, it might be an incentive to practice in these areas.

President Machen said the FAMU/UF proposal addressed both the need to increase the number of minority dentists and to increase access to dentists in rural areas. President Ammons reported that at the request of the Committee, he had met with President Machen and they had agreed to develop a collaborative proposal. He explained the goals of the collaboration: increase access to dental school for well-

qualified, socially and economically disadvantaged students; expand DMD student enrollment at the UF College of Dentistry; and increase the number of students in community clinic rotations. He said FAMU would begin a program to attract high school students with interests in health care and health professional programs, as well as introducing honors students to STEM fields. He said UF planned to institute enhanced summer programs in the College of Dentistry to introduce undergraduate students to its programs and its research activities. He said they planned for a cohort of 20 FAMU students who would participate in summer learning and enrichment programs at UF. He said they hoped to enhance enrollment in the UF College of Dentistry with intense preparation during the FAMU undergraduate years. He thanked the Board for encouraging this collaboration that would address the oral health care needs in Florida. He also thanked President Machen and Dean Teresa Dolan for their efforts.

Dr. Ammons said that the budget request was for \$1.6 million in recurring funds to cover personnel and operating expenses. He said this would pay for additional faculty, counselors and recruiters and cover certain expenses for students, including summer housing for students in residence at UF.

Dean Dolan said that they had listened to the Committee's comments in September and had brought forward a new cost-effective approach. She said she supported the BOG-MOU with the Department of Health, noting that Florida was one of a few states without loan repayment forgiveness. She said the FAMU/UF proposal would expand the summer learning program from 20 to 40 students per year. She said UF would collaborate in developing the FAMU student pipeline and would expand UF dental enrollment by 12 students per year. She said she was requesting \$660,000 for recurring support and to renovate classroom and clinical space. She said that to address the goal of improving access to dental care, UF would assign additional DMD students to community-based clinical rotations, targeting underserved communities.

Mr. Perez said that as he understood the proposed budget, to achieve the additional 48 dentists over a period of four years would cost a total of \$6 million. He said this translated into a cost of over \$0.5 million in state funds to graduate one dentist. President Machen responded that if the state could not afford the cost, it should say so. He said the Board had never said that you could not spend a certain amount of money to achieve a specific result. He noted that UF did not have a pool of minority candidates for the dental program. He said the proposal with FAMU and the loan forgiveness package, with a yield of 12 new dentists each year, would cost \$6 million in recurring funds. Dean Dolan added that the costs were not just to produce dentists; the proposal included a number of new programs at FAMU, e.g., an academic enrichment program, an honors program, a post-baccalaureate program. Dr. Yost commented that there was a much larger cohort, not just 12 new dentists a year, who would benefit from the cluster of programs.

Mr. Rood inquired whether the \$500,000 cost was consistent with current costs for dental education. Dr. Dolan said this was not a cost per student calculation. Mr. Rood inquired about the current cost to educate a dental student. Dr. Dolan estimated the state investment was between \$60,000 to \$70,000 per student per year. Mr. Rood also inquired about assigning students to community-based clinics. Dr. Dolan responded that these rotations were for about six weeks.

Mr. Temple said this proposal demonstrated considerable progress from the earlier proposals. He said he still viewed this as a public health issue, with recurring costs to the state of \$1.6 million.

Mrs. Frost added her congratulations on the collaborative proposal. She said she agreed that many trained dentists moved out of Florida. She said many states, including Florida, required dentists to pass a state exam to practice in the state. She suggested that the Board might be interested in seeking a change to this statutory requirement.

Dr. Dolan said that licensure had changed. Last Session, legislation passed creating a Health Access License, so that if someone were licensed out of state, if they came to Florida to practice in a public clinic, they might do so without taking a licensing exam.. She said the exam was given by a national examining body. She added that the recurring annual costs of \$660,000 per year for 12 additional students, over a four year period, would add up to about \$50,000 to \$60,000 state cost per student per year.

Mr. Colson said this was an exciting proposal. He said he liked the partner opportunities.

Ms. Duncan asked for additional explanation of the post-baccalaureate program. Dr. Ammons said this would be a very structured science program for students who did not achieve the scores necessary to enter a graduate or professional health sciences program. He said this was not unusual for schools with medical or dental schools. Ms. Duncan inquired about the results of this additional instruction. Dr. Howard Bailit, the consultant who had assisted FAMU with its original proposal, said these post-baccalaureate programs were very promising.

Mr. Hosseini also congratulated both Presidents on the collaborative proposal. He inquired about the partners President Ammons had discussed in September. Dr. Ammons said the original proposal included assumptions about jobs to be created in Tallahassee, including faculty and staff. He said with this new approach, he would have to go back to those partners. He said he thought they would support the revised proposal, but he could not be sure about the full \$10 million commitment he had discussed in September.

Mr. Hosseini also inquired about the 12 additional students. Dr. Ammons said this had to do with equipment and expanded faculty. He said this also limited the amount of needed renovations. He added that dental education was expensive in the third and fourth years, where there was a ratio of three to four students per faculty member.

Mr. Hosseini also commented on the location of dentists. He noted that there seemed to be shortages in the specialty areas. He inquired whether they had considered specialty degrees. Dr. Dolan responded that 80 percent of dentists were general practitioners. She said UF offered a robust array of advanced programs, and that they would expand these offerings modestly without requesting additional funding. She said the greatest demand was for access to the entry-level dental education program.

Mr. Hosseini said he was also troubled by the proposed additional costs. Dr. Dolan explained that the funds to expand DMD enrollment, \$660,000, should be divided by the student headcount for that year. President Ammons said the \$1.6 million would fund about 50 students per year as well as the middle and high school students who would participate in the three additional programs.

Dr. Yost said he was also impressed by the collaborative proposal and the responsiveness to the comments made by the Committee in September. He said he would hate to lose track of this excellent proposal because of concerns over the funding.

Mr. Tripp also commended the presidents on the collaborative proposal. He said the Committee should not forget the health care problems in rural areas. He said the lack of dental care cost the state a great deal of money. He said the Committee should figure out how best to proceed as the proposal had value. He said there might be other partners, such as the Legislature and the Department of Health. He said he did not find the budget numbers to be unreasonable and the Committee should work to get the needed funds.

Mr. Martin inquired whether the proposal was time sensitive. He suggested that the universities continue to work with staff and gain further clarity as to the costs. President Ammons said they had figured the costs to support disadvantaged students from middle school to dental school. He said they had also looked at costs for programs in math and science preparation and at faculty costs.

President Machen said he was not sure about the direction from the Committee. He said he needed further direction before spending more time developing the proposal.

Chancellor Brogan suggested that if the Committee was supportive of the proposal, the universities should come back in January with additional information as to the cost figures.

Mr. Hosseini said that the Committee agreed that this was a great project. He moved that the Committee approve the concept, and that the universities go back and clarify the costs and the partnerships, and bring this proposal back to the Committee for further review and consideration. Mr. Rood seconded the motion.

Ms. Parker inquired whether there was any way to implement this proposal over time.

Mr. Perez said he could support the "concept," but that he was still concerned about the costs to graduate 12 new dentists. He said he had heard earlier in the discussions that the state did not need more dentists. He inquired about the demographic breakdown of UF dental students. Dr. Dolan responded that UF was third nationally in the number of Hispanic students and 17th in the number of African-American students.

Members of the Committee concurred in the motion, with Mrs. Frost and Mr. Temple voting no.

3. University of South Florida Polytechnic Business Plan for Becoming an Independent Institution

Mr. Martin said the Committee had heard an extensive presentation from representatives of USF Polytechnic at the September meeting. Mr. Hosseini moved that the Committee move consideration of the USF Polytechnic Business Plan forward for consideration by the full Board. Mr. Temple seconded the motion, and members of the Committee concurred.

4. Adjournment

There being no further business, the meeting adjourned at 3:20 p. m., November 9, 2011.

Frank T. Martin, Chair

Mary-Anne Bestebreurtje,
Corporate Secretary