

# New Trustee Orientation Handbook

August 2012



## STATE UNIVERSITY SYSTEM *of* FLORIDA Board of Governors



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# New Trustee Orientation Handbook

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THE STATE UNIVERSITY SYSTEM *of* FLORIDA | Board of Governors

## Executive Summary

This document is intended to provide Trustees of the 12 institutions within the State University System a working reference regarding the Board of Governors and the State University System of Florida ("the System"), which it oversees, and the current major initiatives.

As one of the nation's largest university systems, Florida provides more than 330,000 students with access to the world-class teaching, research and service they need to be nationally and globally competitive.

While this document provides high-level data about the System, it also provides some insight into how its dedicated students, faculty, staff and researchers are collaborating with government and business to grow the economic sectors that comprise Florida's knowledge-based economy.



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## At a glance

To be truly great, Florida must have well-educated citizens who are working in diverse fields, from science and engineering to medicine and bioscience to computer science, the arts and so much more. The State University System of Florida provides access to the teaching, research and service that is transforming this growing, dynamic state. It is important to remember that university faculty not only share knowledge through world-class teaching, they actually create the knowledge that is shaping society — locally, nationally and globally.

The Florida Board of Governors — the constitutional body created by voters in 2002 to oversee the State's public universities — is working to build on these institutions' individual strengths and unique missions as each one claims its rightful place on the national and international stage.





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## At a glance - *continued*

- 12 institutions
- 330,000+ students – all levels
- \$9.3 billion total budget (including \$3.5 billion in general appropriations)
- 1,600+ academic degree programs
- 60,000+ total personnel (including 15,000 faculty)
- 76,000+ Degrees Awarded in 2010-11
- \$1.7 billion in R&D expenditures in 2009-10
- 155 licenses and options executed in 2009-10

### Did you know?

The State University System of Florida ranks **# 2 in the nation** (behind the California State University System) based on Fall semester headcount enrollments.

The State University System of Florida **ranked #2** among the nation's largest university systems for its freshmen retention rate (at 87%).

Florida ranks in the **"Top 10"** nationally for 1) six-year graduation rates, 2) graduation percentage for African-American students, and 3) graduation percentage for Hispanic students.

The State of Florida ranks **#4 in the nation** for total research and development expenditures in public, four-year institutions.



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## Key Contacts

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### **Chair, Board of Governors**

Dean Colson

Phone: (305) 476-7400 | [dean@colson.com](mailto:dean@colson.com)

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### **Executive Management Team**

#### **Chancellor, State University System of Florida**

Frank T. Brogan

Phone: (850) 245-0466 | [frank.brogan@flbog.edu](mailto:frank.brogan@flbog.edu)

#### **Chief of Staff**

Randy Goin, Jr.

(850) 245-9665 | [randy.goin@flbog.edu](mailto:randy.goin@flbog.edu)

#### **Chief Academic Officer**

Jan Ignash, Ph.D.

(850) 245-9716 | [jan.ignash@flbog.edu](mailto:jan.ignash@flbog.edu)

#### **Chief Financial Officer**

Tim Jones

(850) 245-9397 | [tim.jones@flbog.edu](mailto:tim.jones@flbog.edu)



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# Governance

Over the past many decades, the State has had a number of different governance frameworks for the State University System. In 2002, the voters amended Florida's constitution (see below) to both establish the Board of Governors and authorize it to operate, regulate, control, and manage the System, subject to the Legislature's power to appropriate for the expenditure of funds. This was the first time that the universities were governed by a constitutional entity. (*The Board of Governors/State University System is not part of the State Board of Education/Department of Education.*) The amendment also established local Boards of Trustees to administer each university.

### CONSTITUTION OF THE STATE OF FLORIDA AS REVISED IN 1968 AND SUBSEQUENTLY AMENDED ARTICLE IX, EDUCATION

#### SECTION 7. State University System

(a) **PURPOSES.** In order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida's citizens, their communities and economies, the people hereby establish a system of governance for the state university system of Florida.

(b) **STATE UNIVERSITY SYSTEM.** There shall be a single state university system comprised of all public universities. A board of trustees shall administer each public university and a board of governors shall govern the state university system.

(c) **LOCAL BOARDS OF TRUSTEES.** Each local constituent university shall be administered by a board of trustees consisting of thirteen members dedicated to the purposes of the state university system. The board of governors shall establish the powers and duties of the boards of trustees. Each board of trustees shall consist of six citizen members appointed by the governor and five citizen members appointed by the board of governors. The appointed members shall be confirmed by the senate and serve staggered terms of five years as provided by law. The chair of the faculty senate, or the equivalent, and the president of the student body of the university shall also be members.

(d) **STATEWIDE BOARD OF GOVERNORS.** The board of governors shall be a body corporate consisting of seventeen members. The board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of



facilities or programs. The board's management shall be subject to the powers of the legislature to appropriate for the expenditure of funds, and the board shall account for such expenditures as provided by law. The governor shall appoint to the board fourteen citizens dedicated to the purposes of the state university system. The appointed members shall be confirmed by the senate and serve staggered terms of seven years as provided by law. The commissioner of education, the chair of the advisory council of faculty senates, or the equivalent, and the president of the Florida student association, or the equivalent, shall also be members of the board.

**History.**--Proposed by Initiative Petition filed with the Secretary of State August 6, 2002; adopted 2002.

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### **The Board of Governors**

The Board is comprised of 17 members — 14 are appointed by the Governor, and three members serve by virtue of their offices: the Commissioner of Education, the Chair of the Advisory Council of Faculty Senates, and the Chair of the Florida Student Association.

The appointed members are confirmed by the Florida Senate and serve staggered terms of seven years. These members serve until their successors are appointed. In the event of a vacancy by whatever cause, except for the expiration of a term, the Board will request the Governor appoint a successor to fill the vacancy for the remainder of the unexpired term.

### **The Boards of Trustees**

Each of the 12 System institutions has a 13-member Board of Trustees responsible for the local administration of its university in a manner that is consistent with its own mission and with the mission and purpose of the State University System as defined by the Board of Governors.

For each board, six trustees are appointed by the Governor and five are appointed by the Board of Governors. These 11 appointments are subject to confirmation by the Senate. The remaining two members are the chair of the faculty senate (or the equivalent) and the president of the student body. The appointed members serve staggered 5-year terms.

In accordance with Florida's Constitution, the Board of Governors has established the powers and duties of the boards of trustees — delegating certain responsibilities appropriate for the local direction, operation, management, and accountability of the respective institutions.





## The Chancellor

Selected by the Board, the Chancellor serves as the chief executive officer for the Board and the State University System — performing all duties necessary to assist with the Board’s implementation of its constitutional duties and responsibilities related to the governance of the System. The Chancellor is responsible for the prompt and effective execution of all Board regulations, policies, guidelines and resolutions.

The Chancellor also is responsible for the operation of the general office, to submit an annual Legislative Budget Request for the general office to the Board for approval, to oversee all departments and functions, and to take any other actions as deemed appropriate to foster efficient and effective Board operations.

**Chancellor Frank T. Brogan**, of Tallahassee, is a lifelong educator who began his career as a classroom teacher before serving as a dean of students, assistant principal, principal, superintendent and Florida's Commissioner of Education. Brogan continued his advocacy for education when he was elected Lieutenant Governor in 1998 and re-elected in 2002. A year later, Brogan was selected to be president of his alma mater, Florida Atlantic University — a position he held until 2009 when the Board unanimously chose him to serve as Chancellor. A native of Ohio, Brogan became the first member of his family to attend college, earning a bachelor's degree in education (magna cum laude) from the University of Cincinnati and a master's degree in education from Florida Atlantic University.

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## Board Members



**Dean Colson - Chair** (term 1/6/2010 - 1/6/2017), of Coral Gables, has been a partner with the law firm of Colson Hicks Edison since 1981. He served as a special advisor to Governor Crist on higher education, and was a member of the University of Miami Board of Trustees from 1991 to 2009. He also served on the Florida Supreme Court Judicial Nominating Committee from 2002 to 2006. In addition, Colson served as law clerk to the Honorable Peter T. Fay in the Federal Court of Appeals, Fifth Circuit, and Justice William Rehnquist of the Supreme Court of the United States. He received his bachelor's degree from Princeton University and his law degree from the University of Miami.



**Richard A. Beard, III** (term 2/18/2010 - 1/6/2017), of Tampa, has 36 years of experience in real estate development and has been the president and owner of R.A. Beard Co., a real estate investment company, since 1995. He has been a member of the Board of Directors at the H. Lee Moffitt Cancer Center & Research Institute and the Florida Health Science Center at Tampa General Hospital. He is a current member of the Florida Council of 100 and is the founding chairman of the University of South Florida Board of Trustees. Beard received his bachelor's degree from Georgia Institute of Technology.



**Matthew Carter, II** (term 3/23/2012 - 1/6/2019) of Tallahassee, is Senior Staff Director for the Florida Senate's Committee on Communications, Energy and Public Utilities and the Committee on Military Affairs, Space and Domestic Security. He also serves as Senate Staff Director for the Joint Legislative Committee for Oversight for the Office of Public Counsel. Additionally, Dr. Carter is a writer and guest lecturer on Bible-based financial matters and serves as the "International Evangelist In Residence" for Carter Ministries, Inc. Over the years, he has practiced civil law, served on the Florida Public Service Commission (two years as Chairman), ran his own public relations firm, and worked as a consultant in the financial investment industry. After being honorably discharged from the Army – in which he served as a non-commissioned officer and later as a commissioned officer – Dr. Carter graduated from Tallahassee Community College with honors and later was inducted into the TCC Alumni Association's Hall of Fame. He also has earned a Master's degree in Theological Science from Smith Chapel Bible University, a J.D. from Florida State University College of Law, and a Ph.D. in Christian Ministry from Gulf Coast College & Seminary. In addition to his community church work and outreach, he served as a founding member for the Steel-Collins Charter School, as a member of the Board of Directors for the Brogan Museum of Arts and Sciences, and currently serves on the Board of Advisors for the Minority Media and Telecommunications Council.



**Joseph Caruncho** (term 1/19/2012 - 1/6/2019), of Miami, is the CEO of Preferred Care Partners. He founded the company in 1996 and has overseen its growth from inception to its current status as one of the largest privately owned Medicare plans in Florida. Their unique operating model is based upon creating collaborative relationships with physicians and other providers, with a focus on membership retention through customer outreach and education as a platform for case and disease management. Mr. Caruncho holds a Juris Doctor degree from Nova Southeastern University and a Bachelor of Business Administration degree from Florida International University (FIU). For 13 years prior to founding the company, Mr. Caruncho was a corporate attorney representing clients in the healthcare industry, focusing on identifying strategic opportunities for physicians within the healthcare sector and implementing these opportunities from concept to operations. Mr. Caruncho most recently served on FIU's Board of Trustees, and continues to serve on the Advisory Council for FIU's Center for



Leadership. He was a member of the FIU Foundation Board of Directors, the FIU Alumni Association, served as Chairperson on the FIU College of Business Dean's Council, is a Founder of the FIU College of Medicine, and a Living Scholar Athlete Program donor.



**Patricia Frost** (term 1/6/2010 - 1/6/2017), of Miami Beach, spent 28 years as a teacher and principal in the Miami-Dade County Public School System, retiring in 1993. She is a former member of the Board of Trustees for Florida International University and has served as chair of the Florida International University Board of Directors and as chair of the Florida International University Academic Policy Committee. Frost was named Educator of the Year for her work at Florida International University and with the Miami-Dade County and Broward County public school systems. She received her bachelor's degree from Colby College and a master's degree from Columbia University.



**Morteza "Mori" Hosseini - Vice Chair** (term 1/6/2010 - 1/6/2017), of Daytona Beach, has been the chairman and CEO of Intervest Construction Inc. for 29 years. He is the vice chairman of the board and chairs the Committee on Trustees and the Committee on Facilities and Capital Planning for the Embry-Riddle Aeronautical University Board of Trustees. Hosseini is a member of the Florida Council of 100 and previously served on the Halifax Hospital Medical Center Board of Commissioners. He received an aeronautical engineering degree from the Chelsea College of Aeronautical Engineering in London, England, and his bachelor's degree and master's degree from Embry-Riddle Aeronautical University.



**Ava L. Parker** (term 1/19/2012 - 1/6/2013), of Jacksonville, is a reappointment to the Board of Governors, having served as the chair and vice chair of the board and chair of the facilities committee during her first term. She is the president of Linking Solutions, Inc. and a practicing attorney at Lawrence & Parker P.A. Parker is also currently serving on the Jacksonville Transportation Authority and has previously served on the University of Central Florida Board of Trustees. She received her bachelor's and law degrees from the University of Florida.



**Tico Perez** (term 1/20/2006 - 1/6/2013), of Orlando, is the founder of Edge Consulting & Business Strategies, LLC – a government relations consulting firm – and Tico Perez Solutions, LLC, a business development consulting firm. Prior to forming the two firms in 2008, Mr. Perez was a partner of the national law firm Baker and Hostetler where he practiced business law with a specialization in mergers and acquisitions and was a member of the Government Relations Group. He is an AV-rated lawyer by Martindale-Hubbell. Mr. Perez is an active member of Central Florida's business community, including: Board of Trustees of the University of Central Florida (past member), Orlando Utilities Commission, Boy Scouts of America, United Arts of Central Florida, Orange County Arts and



Cultural Affairs Advisory Council and the Greater Orlando Regional Chamber of Commerce. Mr. Perez is a political analyst for the local NBC affiliate, WESH Channel 2, and hosts his own political talk radio show, "Talkin' with Tico," on Cox Radio's Newstalk AM 580 WDBO. Mr. Perez is a member of The Florida Bar and the Orange County Bar Association.



**Gerard Robinson** (Commissioner of Education) For 20 years, Gerard Robinson has focused on public policy, research and advocacy to create quality learning opportunities for all students, with a particular focus on students placed at risk. Robinson most recently served as the Secretary of Education for the Commonwealth of Virginia, where he led the development of new education laws to support the creation of public charter schools, establish college laboratory schools in partnership with a public college of education, and expand public school virtual learning programs. At the college and university level, Robinson's leadership team helped to secure passage of law that puts the Commonwealth on a path to award 100,000 additional university and community college degrees over the next 15 years. From 2005-2010, Robinson worked as a program director and later president of the Black Alliance for Educational Options (BAEO): a national nonprofit organization with a mission to increase access to high-quality educational options for Black children. Prior to that, Robinson served as a senior research associate for the School Choice Demonstration Project at the University of Arkansas and as a senior fellow at the Institute for the Transformation of Learning at Marquette University. Robinson earned a Master of Education degree from Harvard University, a Bachelor of Arts from Howard University, and an Associate of Arts from El Camino Community College.



**John D. Rood** (term 1/6/2010 - 1/6/2017), of Jacksonville, has been chairman of the Vestcor Companies since 2007 and was previously chairman from 1983 to 2004. Rood was an Ambassador of the United States to the Bahamas from 2004 to 2007. Previously, he served as the vice chair, chairman and commissioner of the Florida Fish and Wildlife Commission from 1999 to 2004. Rood has also served as the commissioner of the Marine Fisheries Commission. He received his bachelor's degree from the University of Montana.



**Gus A. Stavros** (term 1/26/2007 - 1/6/2013), of St. Petersburg, graduated from Columbia University in 1948 and matriculated to N.Y.U. Graduate School of Business Administration 1950-51 for the M.B.A. He served in Patton's Third Army in World War II, earning three campaign ribbons — Northern France, Ardennes and Rhineland-Purple Heart and Bronze Star. After 30 years as founder, owner and CEO of Better Business Forms, the company was sold and Gus signed a five-year employment contract with Florida Progress, serving as a Group Vice President until retirement in 1989. Among numerous public service roles he holds and has held, Gus has served as chairman of Eckerd College, chairman of Florida State University Foundation Board of Trustees, president of





the University of South Florida Foundation Board of Trustees, chairman of the Florida Council on Economic Education, chairman of the Florida Foundation for Excellence in Education, Board member for the Florida Council of 100, and founding chairman and chairman emeritus of the Pinellas Education Foundation. The Gus A. Stavros Institute of Pinellas County, Florida administers Enterprise Village and Finance Park — nationally prominent programs teaching free enterprise and our economic system to 17,000 fifth graders annually, fiscal responsibility to 14,000 eighth graders annually, and ethics and career planning to high school students.



**John W. Temple** (term 1/20/2006 - 1/6/2013), of Boca Raton, is president and CEO of Temple Development Company, a position he has held since 1989. Prior to that, he served as president of Arvida Corporation and Arvida/Disney. He is currently a member of the Florida Council of 100, the Tourist Development Council and the Urban Land Institute. Temple received his undergraduate degree from the University of Washington in 1959 and his master's in business administration from Stanford University in 1965.



**Norman D. Tripp** (term 4/1/2008 - 1/6/2013), of Fort Lauderdale, is chairman emeritus of the Tripp Scott law firm, founded in 1969. He has led the firm's growth as it has responded to client's needs and helped build the entrepreneur, business development, finance, environmental, employment, real estate and technology law practices. A well-known community activist, Tripp has served as Chairman of the Board of Trustees of Florida Atlantic University, is a member of the Advisory Board of the Huizenga School of Business at Nova Southeastern University, and a member of the Board of the South Florida Board for the Annenberg Challenge Grant. Tripp has received numerous honors in recognition of his community contributions, including the 2001 Outstanding Citizens Award from the Florida Library Association and the 2001 Tribute-to-the-Family Award from the Juvenile Diabetes Research Foundation. Tripp holds a law degree, magna cum laude, from Cleveland State University and a bachelor's degree in economics from the University of Miami.



**Elizabeth L. Webster** (term 6/14/2012-1/6/2019), of Weston, is the Regional Vice President of Health Services for Arcadian Health Plan, a position she has held since 2008. Prior to that, she was the Director of Case Management and Admissions for Cornerstone Hospital from 2006 to 2008, and was the Executive Director of Case Management for Kindred Hospital from 2002 to 2006. Webster received her bachelors of science in nursing from the State University of New York Health Science Center and her master's in business administration from the University of Miami.



**Cortez Whatley** (2012-13 Chair, Florida Student Association) is the current Student Body President of the second largest university in the nation, the University of Central Florida. Before joining the UCF community, Mr. Whatley lived in four U.S. States as well as a three-year stay in the U.K. Mr. Whatley is pursuing a Bachelor of Arts with independent majors in Legal Studies and Public Administration, and a minor in Political Science. Mr. Whatley plans on attending law school after completing his undergraduate degree. Mr. Whatley is the first UCF Student Body President to serve as the Chairman of the Florida Student Association, as well as being the student representative on the Florida Board of Governors. Mr. Whatley is also very active in the City of Orlando, having clerked at the law firm of Quintairos, Prieto, Wood, & Boyer, P.A. and being a regular volunteer at the local Y.M.C.A coaching youth basketball. As the Florida Student Association Chairman, Mr. Whatley believes that a rich educational experience is invaluable. One of his goals is to make sure that students play a vital role in assuring that the system continues to provide a quality and affordable education to the citizens of Florida.



**Richard A. Yost** (Faculty Representative - term 8/2010 – 8/2012), of Gainesville, currently serves as the Chair of the Advisory Council of Faculty Senates of Florida and represents university faculty statewide as a member of the Board of Governors. He is the Robin and Jean Gibson Term Professor, College of Liberal Arts & Sciences, and Head of Analytical Chemistry at the University of Florida. He is past Chair of the UF Faculty Senate and has served on the UF Board of Trustees. Dr. Yost received his B.S. degree in Chemistry in 1974 from the University of Arizona and his Ph.D. degree in Analytical Chemistry in 1979 from Michigan State University. He joined the faculty of the University of Florida as an Assistant Professor in 1979, and has been Professor since 1989. Dr. Yost has supervised the research of over 90 graduate students over the past 31 years, with funding totaling over \$10M from a wide range of sources (including NIH, NSF, NASA, DoD, DHS and USDA). Dr. Yost is recognized internationally as a leader in the field of analytical chemistry, particularly mass spectrometry.



## Committees

### **Academic and Student Affairs**

Chair: Norm Tripp  
Vice Chair: Patricia Frost  
Matt Carter  
Joseph Caruncho  
Tom Kuntz  
Gerard Robinson  
Gus Stavros  
Rick Yost  
Cortez Whatley  
Staff: Jan Ignash

### **Audit and Compliance**

Chair: Ava Parker  
Vice Chair: John Temple  
Matt Carter  
Joseph Caruncho  
Patricia Frost  
Tom Kuntz  
Gus Stavros  
Elizabeth Webster  
Staff: Derry Harper

### **Budget and Finance**

Chair: Tico Perez  
Vice Chair: Tom Kuntz  
Dick Beard  
Dean Colson  
Ava Parker  
John D. Rood  
John Temple  
Norm Tripp  
Elizabeth Webster  
Cortez Whatley  
Staff: Tim Jones

### **Facilities**

Chair: Dick Beard  
Vice Chair: John Temple  
Matt Carter  
Joseph Caruncho  
Tico Perez  
Gerard Robinson  
Gus Stavros  
Rick Yost  
Staff: Chris Kinsley

### **Legislative Affairs**

Chair: Norm Tripp  
Vice Chair: Mori Hosseini  
Dick Beard  
Dean Colson  
Cortez Whatley  
Staff: Janet Owen

### **Strategic Planning**

Chair: John D. Rood  
Vice Chair: Joseph Caruncho  
Dean Colson  
Patricia Frost  
Tico Perez  
Rick Yost  
Elizabeth Webster  
Staff: Jan Ignash

### **Trustee Nominating and Development**

Chair: Mori Hosseini  
Vice Chair: John Temple  
Joseph Caruncho  
Tom Kuntz  
Ava Parker  
John D. Rood  
Gus Stavros  
Norm Tripp  
Staff: Monoka Venters

### **Tuition Appeals**

Chair: Dean Colson  
Dick Beard  
Mori Hosseini  
Ava Parker  
Tico Perez  
Norm Tripp  
John D. Rood  
Staff: Tim Jones



## The Budget

### Tuition and Fees

Florida has among the lowest tuition in the nation, ranking No. 45 for in-state, undergraduate tuition at its universities according to the data collected and analyzed annually by The College Board. For years, the Florida Legislature has had sole authority to establish the base tuition rate for Florida's state universities. In 2009, the Legislature granted the Board of Governors authority to approve tuition differential, which each university can request based on its individual needs and market conditions. The differential fee has several important conditions: (1) The aggregate increase in base tuition and the differential fee cannot exceed 15 percent in one fiscal year; (2) A university's total tuition and fees cannot exceed the national average; (3) Thirty percent of funds generated by the differential fee must be used for need-based financial aid (with an exception passed in the 2011 Session); (4) Remaining funds from the differential fee may only be used to enhance undergraduate education, teaching, and advising.

In addition to the differential fee, each university Board of Trustees has authority to set limited increases in other fees (e.g., Activities & Services Fee, Health Fee, Athletics Fee). The Board of Governors also has the authority to review and vote on new fees requested by local Boards of Trustees. On an annual basis, the Board of Governors considers all fees requests in the context of the legislatively set base tuition and any request for an increased differential fee.

In 2010, the Legislature also gave the Board of Governors authority to allow universities to request flexible tuition policies (e.g., graduate-level market tuition rate, and undergraduate-level "block" or flat-rate tuition). These regulations were developed in close consultation with the universities and put into effect within months. There are more regulations in place today with both diverse options and more flexibility to address university fiscal issues.

Many public higher education systems around the world are dramatically raising tuition and fees in response to sharp reductions in government investment (e.g., California and the U.K.). The Board of Governors is keenly attuned to the economic pressures that both our students and our institutions face, and its members are committed to striking the right balance to avoid undue burden.

### State Funding

Even when adding state funds to the dollars generated by tuition, Florida ranks 45<sup>th</sup> in the nation relative to funding for public universities. The System is unsustainable at this funding level if Florida hopes to grow the knowledge-based economy that will create 21<sup>st</sup> Century jobs within the State. The Board of Governors advocates for increased funding to generate the higher degree

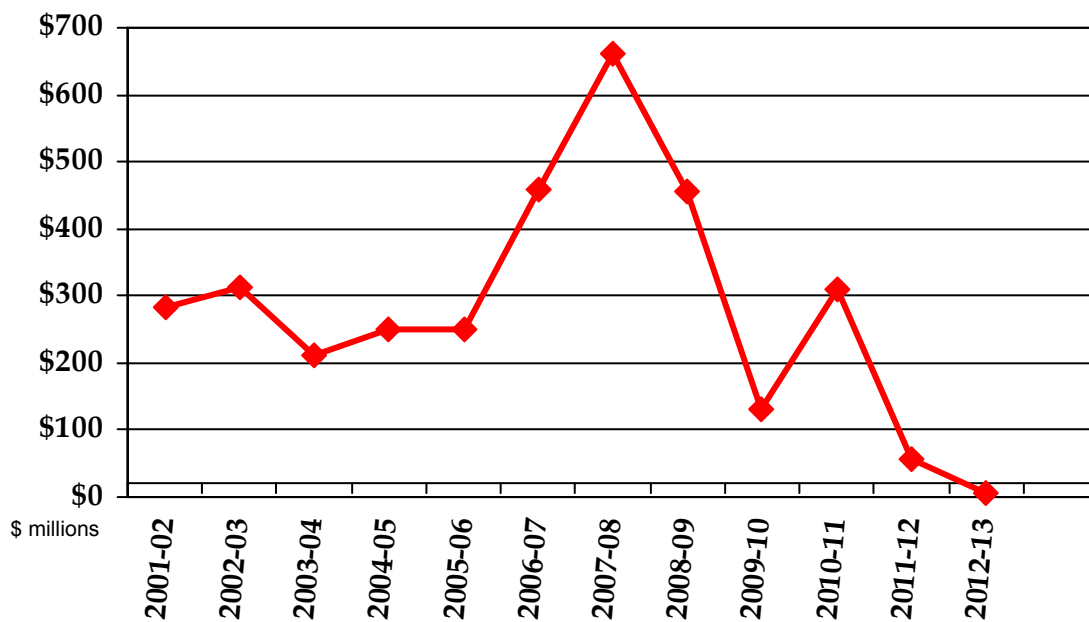




production and greater research commercialization that the new economy demands – all measured by one of the best university system performance tracking and accountability structures in the nation.

Another important component of state funding comes in the form of Public Education Capital Outlay (PECO), which funds the construction of the much-needed classrooms and laboratories – creating construction jobs in the short-term and providing the infrastructure to grow Florida’s knowledge economy in the long-term.

### History of PECO Funding

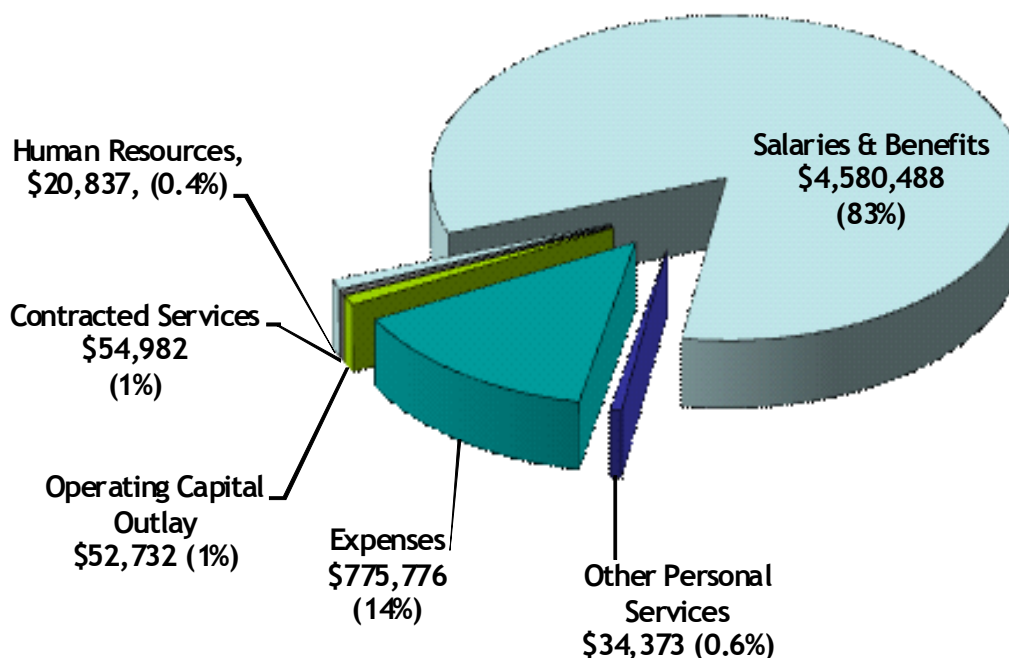




THE STATE UNIVERSITY SYSTEM *of* FLORIDA | Board of Governors

## The Budget

### The Board Office Budget



With more than 330,000 students, Florida has the nation's 2<sup>nd</sup> largest system of public universities while it has a comparably small central office, with just 52 employees and a total operating budget of \$5.5 million (equal to less than one-tenth of 1 percent of the System's total budget). By comparison, the North Carolina Governing Board has 98 employees with an \$11.5 million budget, the Texas Coordinating Board has 307 employees with a \$51 million budget, and the Georgia Board of Regents has 388 employees with a \$95 million budget.

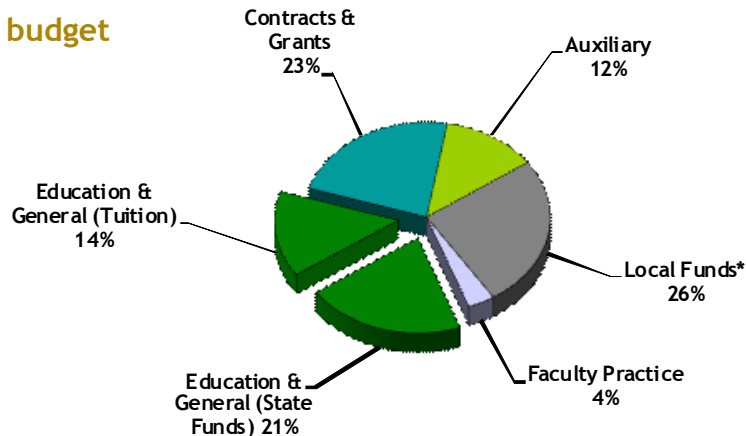
While the Board of Governors does not contemplate massive growth in its central office, it does require resources to ensure even greater Systemwide accountability and coordination incumbent with its constitutional responsibilities.



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## System Operating Budget

**\$9.7 Billion total budget**  
All Sources

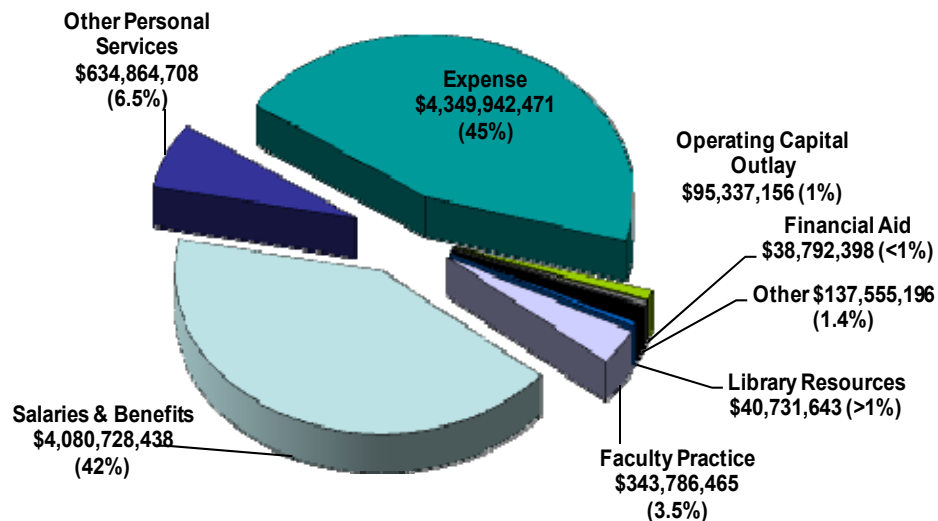


\* financial aid, student activities, athletics, technology, concessions, Board-approved fees.

NOTE: 65% of the funds are restricted to Contracts & Grants, Auxiliaries, Local Funds & Faculty Practice

### SUS Operating Budget by Appropriation Category

Includes Education & General, Contracts & Grants, Auxiliaries and Local Funds



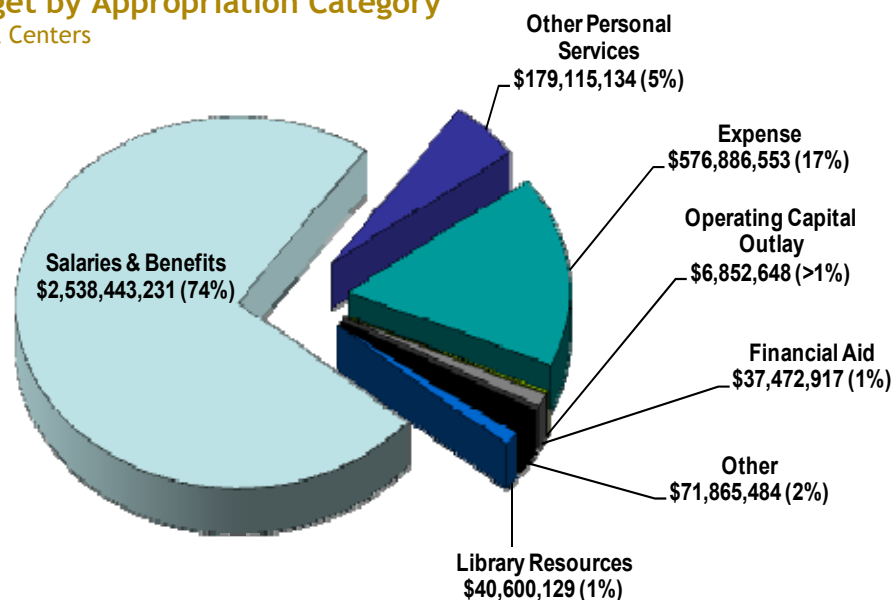


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## System Operating Budget

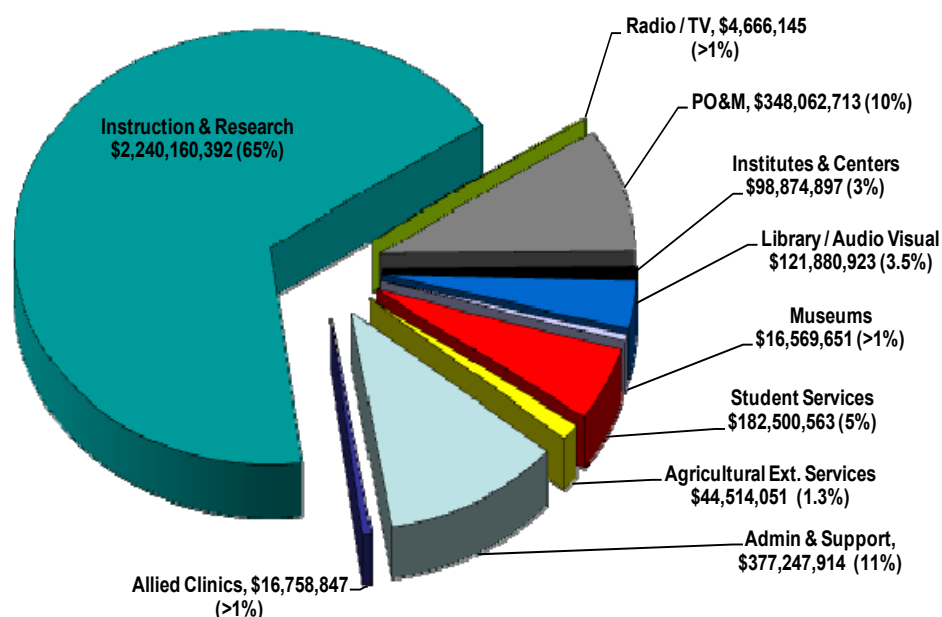
### \$3.5 Billion E&G Budget by Appropriation Category

Includes IFAS, Health/Medical Centers



### \$3.5 Billion E&G Budget by Program Component

Includes IFAS, Health/Medical Centers





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## Overview of Timely Issues

- Governance Dispute Resolved
  - Building a New Florida
  - Accountability Systems Enhanced
  - 2025 Strategic Plan Approved
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### 1. Governance Dispute Resolved

In 2002, voters amended the Florida Constitution to create the Board of Governors, giving it authority to oversee the State's public universities. Despite this action, there continued to be some confusion regarding the extent of that authority. As a result, a small group of citizens — led by former U.S. Sen. Bob Graham and former Congressman Lou Frey — filed a lawsuit against the Florida Legislature asking the courts to clarify the respective roles of the Board and the Legislature relative to oversight of the State University System. In 2007, the then-Board voted to join the lawsuit.

In 2009, Board leadership, the Chancellor and legislative leadership commenced an effort to resolve the dispute. After months of negotiations, then-Board Chair Parker and Chancellor Brogan signed a governance agreement with the Legislature and the Governor, which clarifies roles and responsibilities relative to the oversight of the System. It is important to note that this first-of-its kind agreement was also signed by several legislators who are in top leadership roles or have been designated to hold leadership roles in the coming years — including the Senate President and House Speaker. As a result of this action, the Board withdrew from the lawsuit in March 2010, and the relationship with the Legislature has steadily improved. Further, the Board worked closely with the Legislature to draft and ultimately pass statutory revisions that codified the tenants of the governance agreement.

**LOOKING AHEAD:** *With the Legislature's and Board of Governors' shared responsibility for System governance greatly clarified, the Board continues to work with the 12 Boards of Trustees to better define the unique role of each institution within the broader System. A strong and well-coordinated System of institutions will ensure efficient and effective use of the resources provided by the citizens of Florida.*



## 2. Building a New Florida Economy

In January 2010, the Board announced its *New Florida* initiative, which is designed to cultivate Florida’s knowledge and innovation economy. Currently built on the long-valued tenets of tourism, agriculture, and growth, the economy must be diversified and sustained by high-technology, high-wage jobs in the fields of science, technology, engineering and mathematics (or “STEM,” as the academic world refers to it). A true and holistic transformation will also involve the areas of medicine and health care, finance, insurance, professional services, education, the humanities and the arts, which are the foundation of a modern society.

The *New Florida* philosophy is the Board of Governors’ collaborative effort — alongside business and government — to deliver the economy, talent and innovations that Florida must have to be globally competitive. And while this effort will require additional investment from the State, the Board is committed to maintaining one of the nation’s most robust accountability systems to ensure return on that investment.

*New Florida* is not a budget line-item request, it is a long-term strategy that will have measurable results beginning immediately and reaching out for 20 years and beyond. For example, in November 2010, the Board announced award winners as part of a \$10 million investment strategy to better leverage the collective intellect and research talent in the System. There are now unprecedented levels of cooperation toward “cluster industries” while the universities also work to retain or recruit nationally recognized scholars in science, technology, engineering and mathematics. There were 31 projects selected with 45 monetary awards distributed among the 11 institutions within the State University System. Early results already show impressive return-on-investment with \$3.5 million used to secure a cohort of top scholars who have a cumulative research portfolio valued at more than \$28 million.

Working in collaboration as a system, universities will use their strategic plans to leverage resources in the disciplines in which they excel. This will, in-turn, attract or retain top-level students, faculty, researchers and industry for Florida. Key support for this effort is coming from stalwart state groups such as the Florida Council of 100, Florida Chamber of Commerce, and Enterprise Florida.

***LOOKING AHEAD: The Boards of Trustees can embrace the New Florida philosophy by ensuring their respective university’s strategic plan is responsive to the needs of the State as the economy shifts toward a focus on talent and innovation, which will produce a more sustainable long-term portfolio of sectors.***



### 3. Accountability Systems Enhanced

Each university's commitment to greater accountability and measuring outcomes is reflected in the Board's approach to System-wide performance tracking. The Board has implemented a comprehensive planning and accountability framework designed to maximize System capacity, and to meet State economic development needs through education as well as research and development.

With initial steps achieved in 2009, multi-year university work plans and the Board's Annual Accountability Reports now reflect each institution's unique mission and core strengths. These work plans were presented for the first time at the Board's planning session in June 2010. In 2011, the work plans were used to help the Board make decisions regarding proposals for new degree programs and differential tuition requests. Also that year, the work plans were reviewed on a new timetable that ran concurrently with Legislative Budget Request reviews.

In 2012, the Annual Accountability Report incorporated the additional metrics that were approved as part of the new Strategic Plan, furthering the Chancellor's goal of creating the most accountable public university system in the nation. Board staff is now developing a framework – based on these metrics – that will aid the Board in refining decision-making process regarding future tuition differential requests.

***LOOKING AHEAD:** Each university's commitment to greater accountability and measuring results is reflected in the Board of Governors' approach to System-wide performance tracking. The Boards of Trustees will have a pivotal role as the Board of Governors works to develop one of the most robust System accountability structures in the nation.*



#### 4. 2025 Strategic Plan Approved

The Board of Governors' new 2025 Strategic Plan for the State University System of Florida features an array of 28 new or updated performance metrics that revolve around three key themes – Excellence, Productivity, and Strategic Priorities for a Knowledge Economy.

For 18 months, the Board's Strategic Planning Committee hosted a series of special meetings to review state and national data from major higher education data-tracking organizations, the federal government, and the strategic plans of other public higher education systems as the Board developed and finalized a new 2025 Strategic for the System in November 2011. The Board is now identifying implementation strategies to achieve each goal and outcome in the next 15 years with the assistance of all 12 institutions in the System.

The plan includes such ambitious targets as increased degree production at all levels, especially for minorities and STEM (science, technology, engineering and math). The State University System of Florida is already in the top 10 nationally for overall graduations rate and minority graduation rates. The plan also recognizes and serves to increase the nationally competitive standing that the State University System has attained in several areas, particularly research and development (R&D) expenditures, and corresponding commercialization opportunities that produce dozens of new businesses and jobs in Florida each year.

The Strategic Plan is online at [www.flbog.edu](http://www.flbog.edu).

***LOOKING AHEAD: The Boards of Trustees have a pivotal role in shaping the future of the State University System for the next few decades and will be integral to the development of the Board of Governors updated Strategic Plan.***





## 2025 Strategic Plan - Teaching and Learning Metrics

Undergraduate, Graduate, and Professional Education

PERFORMANCE INDICATORS	CURRENT	2025 GOALS	NOTES
<b>EXCELLENCE</b>			
<b>A1. National Rankings for Universities and Programs</b>	<ul style="list-style-type: none"> <li>- Three institutions ranked Top 50 for public undergraduate (UF, FSU, NCF);</li> <li>- Program rankings not currently tracked at System level.</li> </ul>	<ul style="list-style-type: none"> <li>- Five institutions ranked Top 50 for public undergraduate;</li> <li>- Each university will strive for a Top 25 program.</li> </ul>	Institutions would self-report updates annually based on recognition from a limited set of nationally acknowledged rankings or awards. For example, <i>US News</i> , Princeton Review, National Resource Counsel (NRC), etc.
<b>A2. Freshman in Top 10% of Graduating High School Class</b>	28%	50%	The Top Tier average for public universities (n=108) listed in 2011 <i>US News</i> ranking is 40%.
<b>A3. Universities Above Benchmark Pass Rates for Professional Licensure &amp; Certification Exams</b>	5 (of 29) Scores Below Benchmarks	Above Benchmarks for All Exams	An indicator of how well universities are preparing students to enter certain professional occupations.
<b>A4. Eligible Programs with Specialized Accreditation</b>	89% of 754 programs	All (with exceptions)	Regulation 3.006 encourages all programs to seek specialized accreditation for programs with established standards.
<b>PRODUCTIVITY</b>			
<b>A5. Average Time To Degree for First-time in College Students</b>	4.3 years	4.0 years	The Board is dedicated to the goal of FTIC students graduating on time.
<b>A6. Four-Year Graduation Rates for First-time in College Students from Same University</b>	34%	50%	2025 Goal based on historical trends for Top 10 states (0.8%); based on SUS trend the 2025 value would be 40%.
<b>A7. Six-Year Graduation Rates for First-time in College Students from Same University</b>	61%	70%	2025 Goal based on historical trends for Top 10 states (0.5%); based on SUS trend the 2025 value would be 68%.
<b>A8. % of Bachelor's Degrees w/ Excess Hours Less than 110% of Required Hours</b>	49%	80%	Due to recent statutory changes this percentage is expected to increase significantly.
<b>A9. Bachelor's Degrees Awarded Annually</b>	53,392	90,000	Based on 2011 Work Plans, 2.8% FTIC growth and 70% six-yr grad rate, with 3.2% upper-division/transfer growth.
<b>A10. Graduate Degrees Awarded Annually</b>	20,188	40,000	Based on SUS trend the 2025 value would be 37,300.
<b>A11. Bachelor's Degrees Awarded to Minorities</b>	16,207 (30% of total)	31,500 (42% of growth)	2025 Goal based on growth matching EDR projections for the year 2025 Hispanic and Black population in Florida.
<b>A12. Number of Adult (Aged 25+) Undergraduates Enrolled (in Fall)</b>	46,725 (19% of total)	75,000 (25% of growth)	Florida is currently ranked 4 <sup>th</sup> in adult enrollment. Based on historical trends, the 2025 value will be 61,000.
<b>A13. Percent of Course Sections Offered via Distance and Blended Learning</b>	18%	30%	Current reports the 2009-10 data (22,700/124,800 E&G course sections). Due to recent definition changes future data may change.
<b>STRATEGIC PRIORITIES</b>			
<b>A14. Bachelor's Degrees in STEM</b>	9,605 (18% of total)	22,500 (25% of total)	Based on historical trends, the 2025 value will be 18,500.
<b>A15. Bachelor's Degrees in All Areas of Strategic Emphasis</b>	19,832 (37% of total)	45,000 (50% of total)	Based on historical trends, the 2025 value will be 34,200.
<b>A16. Graduate Degrees in STEM</b>	4,330 (21% of total)	14,000 (35% of total)	Based on historical trends, the 2025 value will be 11,700.
<b>A17. Graduate Degrees in All Areas of Strategic Emphasis</b>	9,170 (45% of total)	20,000 (50% of total)	Based on historical trends, the 2025 value will be 19,000.



## 2025 Strategic Plan - Scholarship, Research and Innovation Metrics

PERFORMANCE INDICATORS	CURRENT	2025 GOALS	NOTES
<b>EXCELLENCE</b>			
B1. Faculty Membership in National Academies	38	75	Currently SUS is ranked 10 <sup>th</sup> ; 2025 Goal is to be ranked 5 <sup>th</sup> . Based on historical trends, the 2025 value would be 48.
B2. Number of Faculty Designated a Highly Cited Scholar	46	100	Currently SUS is ranked 7 <sup>th</sup> ; 2025 Goal is to be ranked 3 <sup>rd</sup> .
<b>PRODUCTIVITY</b>			
B3. Total R&D Expenditures (\$ Billions)	\$1.68B	\$3.25B	Currently SUS is ranked 4 <sup>th</sup> ; 2025 Goal is to be ranked higher. Based on historical trends, the 2025 value would be \$3.09B.
B4. Number of Licenses and Options Executed	159	250	Given the annual volatility of this metric, 2025 Goal based on number of licenses instead of revenues.
B5. Number of Start-Up Companies Created	18	40	The 2025 Goal is to be on par with the University of California System.
B6. Percent of Undergraduate Seniors Assisting in Faculty Research	This metric is not reported at the System level. Report data in 2011-12 Annual Report.	50%	This metric addresses the NSF's goal of integrating research and education. In 2010, 52% of the seniors within the University of California system assisted with faculty research.
<b>STRATEGIC PRIORITIES</b>			
B7. Percent of R&D Expenditures funded from External Sources	59%	67%	2025 Goal based on the Top 10 states average percentage of FY2009 expenditures from external sources (defined by NSF as from Federal, Private Industry and Other).

## 2025 Strategic Plan - Community and Business Engagement Metrics

PERFORMANCE INDICATORS	CURRENT	2025 GOALS	NOTES
<b>EXCELLENCE</b>			
C1. Number of Institutions with Carnegie's Community Engagement Classification	7 (includes USF St. Petersburg)	All	The Carnegie classification is a premier national indicator of a university's commitment to Community Engagement.
<b>PRODUCTIVITY</b>			
C2. Percentage of Students Participating in Identified Community & Business Engagement Activities (includes curricular & co-curricular)	13%-51% Report data in 2011-12 Annual Report.	Establish Goal End-of-Year 2014	This is a new metric and Board staff need time to consult with campus professionals regarding how to best define this metric, and to establish a 2025 goal.
C3. Enrollment in Professional Training and Continuing Education Courses	Per Regulation 8.002(8) data will be reported in 2012-13 Annual Report	Establish Goal End-of-Year 2014	This metric does not include continuing education enrollment for degree-seeking students.
<b>STRATEGIC PRIORITIES</b>			
C4. Percentage of Baccalaureate Graduates Continuing their Education or Employed in Florida	81%	90+%	The Board is dedicated to improving the employment and earnings outcomes for State University System students.



THE STATE UNIVERSITY SYSTEM of FLORIDA | Board of Governors

## University Contacts

### Florida A&M University

2400 Wahnish Way | Tallahassee, FL 32307  
850.599.3796 | [www.famu.edu](http://www.famu.edu)  
President: Dr. Larry Robinson (Interim)  
Founded: 1887  
Enrollment: 13,277 (Fall 2010)

### Florida Atlantic University

777 Glades Road | Boca Raton, FL 33431  
561.297.7300 | [www.fau.edu](http://www.fau.edu)  
President: Dr. Mary Jane Saunders  
Founded: 1964  
Enrollment: 28,390 (Fall 2010)

### Florida Gulf Coast University

10501 FGCU Blvd. South | Fort Myers, FL 33965  
1.800.590.3428 | [www.fgcu.edu](http://www.fgcu.edu)  
President: Dr. Wilson G. Bradshaw  
Founded: 1997  
Enrollment: 12,038 (Fall 2010)

### Florida International University

11200 SW 8<sup>th</sup> Street | Miami, FL 33199  
305.348.2000 | [www.fiu.edu](http://www.fiu.edu)  
President: Dr. Mark B. Rosenberg  
Founded: 1972  
Enrollment: 44,010 (Fall 2010)

### Florida Polytechnic University

*Info TBD (newly established university)*

### Florida State University (FSU)

600 W. College Ave. | Tallahassee, FL 32306  
850.644.2525 | [www.fsu.edu](http://www.fsu.edu)  
President: Dr. Eric J. Barron  
Founded: 1851  
Enrollment: 40,764 (Fall 2010)

### New College of Florida

5800 Bay Shore Road | Sarasota, FL 34243  
941.487.5000 | [www.ncf.edu](http://www.ncf.edu)  
President: Dr. Donal O'Shea  
Founded: 2001  
Enrollment: 805 (Fall 2010)

### University of Central Florida

4000 Central Florida Boulevard | Orlando, FL 32816  
407.823.2000 | [www.ucf.edu](http://www.ucf.edu)  
President: Dr. John C. Hitt  
Founded: 1963  
Enrollment: 56,338 (Fall 2010)

### University of Florida

P.O. Box 113150 | Gainesville, FL 32611  
352.392.3261 | [www.ufl.edu](http://www.ufl.edu)  
President: Dr. Bernard Machen  
Founded: 1853  
Enrollment: 50,116 (Fall 2010)

### University of North Florida

1 UNF Drive | Jacksonville, FL 32224  
(904) 620-1000 | [www.unf.edu](http://www.unf.edu)  
President: Mr. John Delaney, J.D.  
Founded: 1969  
Enrollment: 16,320 (Fall 2010)

### University of South Florida

4202 E. Fowler Avenue | Tampa, FL 33620  
813.974.2011 | [www.usf.edu](http://www.usf.edu)  
President: Dr. Judy Genshaft  
Founded: 1956  
Enrollment: 47,800 (Fall 2010)

### University of West Florida

11000 University Parkway | Pensacola, FL 32514  
850.474.3000 | [www.uwf.edu](http://www.uwf.edu)  
President: Dr. Judith A. Bense  
Founded: 1967  
Enrollment: 11,645 (Fall 2010)



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