

Minutes
University of Florida Board of Trustees
Committee on Strategic Initiatives
December 6, 2012

1. Call to Order

Chairman Chris Corr called the meeting to order at 11:00 a.m. He recognized and welcomed committee members.

Committee Members Present:

David Brown, Cheri Brodeur; Susan Cameron; Chris Corr (Chair); Carolyn Roberts; and T.J. Villamil. (Absent: Steven Scott)

Also Present:

Trustee Michael Heekin, Senior Vice Presidents Joe Glover, Win Phillips, and David Guzick, Vice Presidents Jamie Lewis Keith, David Norton, Elias Eldayrie, Tom Mitchell, Assistant Vice President Jeanine Sikes, Registrar Steve Pritz, and Nathan Crabbe from The Gainesville Sun.

2. Review and Approval of Minutes

None- This was the first meeting of this committee.

3. Action Items

This was an organizational, initial meeting of the Strategic Initiatives Committee, therefore, no action items were before the Committee.

4. Discussion/Informational Items

Chairman Corr read the BOT Board Chair's Special Charge to the Committee abbreviated as follows:

- o The Committee on Strategic Initiatives is asked to focus on three areas:
 - Strategic objectives for the University in the area of distance learning and other technology-based modes of educational delivery (develop and recommend a 10-year strategic vision; assess UF's unique strengths, resources, collaborative opportunities, and potential to be a leader).
 - How the University can most appropriately contribute its expertise to State University System initiatives while maintaining its mission focus and best utilizing its resources as the flagship land-grant AAU research university within the SUS.
 - Cost-saving mechanisms that will maintain the University's high quality, support the continued growth and vitality of its core education and research endeavors, and continuously enhance its efficiency.

To initiate the discussion, Chair Corr distributed a draft handout that was prepared by Joe Glover and Win Phillips which outlined four potential areas for attention (see attached).

After considerable discussion, the committee agreed to formulate the following initiatives as a potential first step in meeting the committee's charge:

- o Design a portfolio-based SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to help guide the committee's decisions about priorities.
- o Explore how to segment and address different audiences in telling the UF "story."

5. Adjourn

Meeting adjourned at 12:05 p.m.

UF BOT Strategic Initiatives Committee

- I. **The Story.** How do we explain the origin of the university, where it has been, and where it is going? It derives its mission from the three pillars of the Morrill Act: (i) enabling public access to higher education, (ii) achieving state and national impact through its teaching, research, and outreach functions, and (iii) promoting a broad educational program that addresses both the intellectual underpinnings of civilization and the practical skills needed to advance society. Issues for consideration:
 - a. The public cannot immediately connect faculty credentials and university performance statistics to the outcomes and services they expect. Many smart and educated people do not have the deep understanding of the connections among education, research, outreach and economic development that we take for granted. The story needs to make these connections clear.
 - b. The story needs to be explained to multiple audiences. In telling it to each audience, we need to remain mindful of what we are trying to achieve and what perspective will be most effective.
 - c. How does this story intersect with the UF brand? Can the story be used to better knit together the university's various interests (e.g. UF&Shands)?

- II. **The UF Portfolio.** This project is challenging, since our portfolio is diverse and large, including:
 - Undergraduate education
 - Graduate/Professional education
 - Research
 - IFAS Extension
 - Patient Care Enterprise
 - Athletics
 - Development
 - Technology Transfer and Economic Development
 - Museums
 - Others.....

The intent is to create a tool to help analyze UF's strategic direction. There are multiple organizing principles, each of which may lead to a different view of the portfolio. We can formulate portfolios organized around university teaching, research, and outreach capabilities, achievements, strategic investments, disciplines, and input/output measures. Using this approach, can we identify what is core to the UF mission, where are the investment opportunities, and what might be divestment opportunities?

III. **E-learning.** UF has grown a successful E-learning enterprise that is: (i) a useful technology for on-campus instruction, (ii) supports a growing distance learning enterprise, and (iii) has returned a substantial revenue stream to the campus, most recently exceeding \$70M per year. However, this aspect of higher education is evolving rapidly, and UF must adjust to changing realities quickly if it is to remain a major player. Issues for consideration:

- a. How should UF react if public, private or for-profit universities begin to issue academic credentials based on MOOCs?
- b. UF has joined Coursera. Are there other emerging experiments that UF should consider joining?
- c. How does e-learning change the undergraduate residential experience?
- d. How should UF position itself to answer the state's interest in an "online university"?
- e. Most of UF's distance education offerings are at the post-baccalaureate level currently. How hard should UF press to develop a full range of distance education undergraduate degree offerings?
- f. Should UF convene a state/national conference on e-learning and distance education to assess the state-of-the-art and to better position itself as a state and national leader?

IV. **Undergraduate Education.** How can UF leverage its assets to further improve undergraduate education? Issues for consideration:

- a. What are the true advantages of a residential education and how can we further enhance them? How can students enrolled through distance education derive some of the benefits of a residential education?
- b. Re-examine the admissions profile. Should UF tweak its entering freshman class? Some of the variables worth considering are: size, resident vs.

nonresidents, domestic vs. international, diversity, etc. How large a portion of the UF portfolio will undergraduate education hold?_

- c. Is undergraduate differential tuition in the foreseeable future? i.e. will students pay different tuition in depending on college or major?
- d. UF is preparing for its SACS reaccreditation in 2014. As part of it, UF is required to formulate a Quality Enhancement Plan. The topic chosen for the plan through consultation with the deans, faculty committees and the Faculty Senate is internationalizing the campus. Our graduates need to emerge prepared to prosper in a global society, and this plan is designed to enhance their environment and learning opportunities along these dimensions. Development of the plan along with measurable student learning outcomes is in full swing.
- e. To what extent should UF pursue a common freshman experience. The Good Life is the first example.
- f. Due to recent legislative action, the structure of General Education has been radically altered. What are the financial and curricular consequences of the restructuring?
- g. What is the future of student financial aid? Issues: Federal financing, merit vs need-based, in-state vs out-of-state profile.
- h. What has been the effect of budget cuts on undergraduate education?