



STATE UNIVERSITY SYSTEM OF FLORIDA

Forward by Design

A FRAMEWORK FOR FLORIDA'S UNIVERSITIES



Brief Summary of the Pappas Report



Report by Pappas Consulting Group, Inc.

In Brief

An evaluation of Florida's higher education system was commissioned by the BOG and paid for with private funding for the purpose of assisting the board in meeting the BOG's Strategic Plan Goal of building world class academic programs and research.

The evaluation and recommendations are included in a report, *Proposing a Blueprint for Higher Education in Florida: Outlining the Way to a Long-term Master Plan for Higher Education in Florida*.

The opinions and recommendations expressed reflect the views of the consultants. The report has not yet been approved by the Board of Governors. A copy of the report can be reviewed and or downloaded at: www.FowardByDesign.org

Benefit of the Report — Public Dialogue

This independent study marks the beginning of a dialogue regarding statewide higher education policy that includes the State University System, community colleges and independent colleges and universities.

Summary

According to Pappas, the state has an immediate need for the Board of Governors and the state's leadership to plan and execute an *intentional future* for higher education. The recommendations are focused on a statewide policy that is inclusive and makes use of the state's public and private institutions of higher education.

The report is divided into six sections with observations and recommendations. The observations are candid and the recommendations are broad based.

The report identifies many challenges Florida faces in enhancing quality and increasing efficiency. A blueprint is offered to begin the process of developing the state's future university structure. However, without the participation of many stakeholders, within and external to education, the recommendations and the "blueprint" have little value.

According to the report, while the state may look to other states for structural models and practices, the best overall solutions for Florida will be those that are sensitive to its own unique future challenges. To further transform the state's economy and take advantage of the "international gateway" location, the diverse population and intellectual capital of its universities, cooperation and leadership from key organizations and individuals is an imperative.

Business and legislative leaders were asked to provide their perceptions of higher education. Extensive research was conducted with data collected from numerous sources including state data bases, other states, regional and national organizations and original documentation. Interviews were held and a focus group process implemented to include open discussion and dialogue. Among those interviewed were each president of the eleven public universities and their vice presidents and each board of trustees chair.

A Blueprint for Florida

To stimulate discussion, Pappas sets out a long-term vision in a blueprint that involves greater collaboration among key institutions of higher education. The blueprint offers four recommendations.

Recommendations

1. Establish a new system within the SUS—focusing solely on bachelor degrees, with its own governance parameters within the BOG. The system would be opt-in, with financial incentives.
2. Revise the funding approach for SUS institutions to encourage responsiveness to state priority needs. Revise funding formula to include retention and graduation component and provide support above base funding formula for high need academic programs and in targeted areas of research, based on economic development plans.
3. Expand access to distance education degrees, with emphasis on internet-based courses, through establishment of a BOG Distance Education Consortium. Significantly increase number of distance degrees available with funding from the legislature. Provide faculty development and e-learning tuition rate.
4. Include independent colleges and universities in certain initiatives that expand access.

Overall Observations of the Pappas Report

1. The demand for higher education access has not yet been fully documented.

Recommendation: Develop and maintain an enrollment projection model for individual institutions and statewide higher education.

2. Degree production has significantly increased and been emphasized; however, graduate and professional programs have grown at a faster rate than undergraduate degrees. In addition, there are significant pipeline issues.

Recommendation: A working group of experts, consisting of a majority of SUS faculty/academic administration, with representation from the business community and the community colleges, should be established by the BOG to examine the general education programs to insure their currency for preparing students for a global society.

3. The conditions for success do not yet exist for the implementation of a long-term master plan for higher education in Florida. There has been only one coherent master plan in the history of state higher education planning. Among the factors making plan development difficult:

- Few universities, but a myriad of sites
- Mission leap
- Resource constraints with major ambitions and low tuition, and no flexibility for higher education institutions
- Lack of major new state investments; current funding system rewards quantity over quality
- Long term challenges brought by Bright Futures and PrePaid College Programs
- Divisive relationships — unresolved governance issues and a lack of attention to aligning curriculum and performance standards between K-12 and higher education

Additional Recommendations:

- Legislature should seek to modify Florida Statutes, Section 1007.38, with recent agreement between BOG and DOE
- The BOG should inventory and categorize existing SUS educational sites
- With external and independent guidance, the BOG should conduct a mission review for itself and each institution
- The BOG, Governor and legislature should re-examine tuition policy and strategy, increasing flexibility
- Formation of a Blue Ribbon Commission, by the Governor and legislature, to redesign Bright Futures and the Prepaid Tuition Plan for long-term solvency
- Governor should convene a summit of higher education leaders, with goal of bringing about expanded collaboration
- The BOG should establish a working group of experts (from within and outside the SUS) to develop and maintain an enrollment projection model for individual institutions and statewide higher education

“An effective system of higher education is one where the whole is greater than the sum of the parts.”

—Pappas Consulting Group, Inc.

Where Do We Go From Here?

Next Steps: Public Discussion and Input

With the completion of this independent study, the Board of Governors will continue to seek public comment, which will be crucial to the development of the long range effort—*Forward By Design*. Currently there are at least four methods available for the public to voice their opinions regarding the future structure of Florida’s higher education system:

1. **Roundtables and Public Hearings**—The Strategic Planning Committee of the Board of Governors will hold roundtable discussions and public hearings in locations throughout the state. The committee will be seeking comments and recommendations from the public including: parents; students; business groups; industry representatives; independent business owners; employers; school boards; high school principals and counselors; parent-teacher organizations; community colleges; and independent colleges and universities. For more details, visit the website:

www.ForwardByDesign.org

2. **Take part in an online Survey** — www.ForwardByDesign.org

3. **Send an email** — ForwardByDesign@flbog.org

4. Participate in our **Blog** — www.FowardByDesign.org