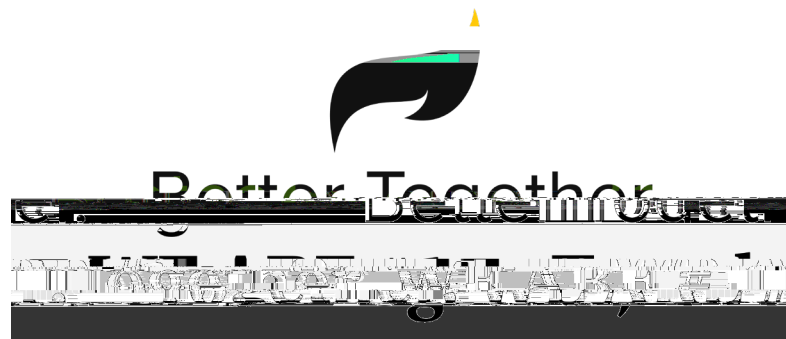




# State University System Trustee Training

[www.flbog.edu](http://www.flbog.edu)



# State University System of Florida





# Mission Statement

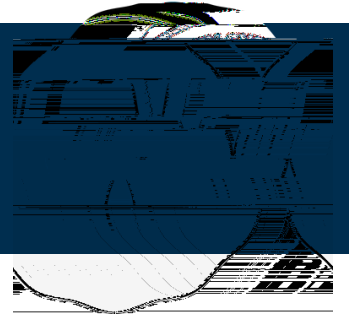
The mission of the State University System of Florida is to provide undergraduate, graduate, and professional education, research, and public service of the highest quality through a coordinated system of institutions of higher learning, each with its own mission and collectively dedicated to serving the needs of a diverse state and global society.



# Governance of the State University System of Florida



# Purpose and Governance

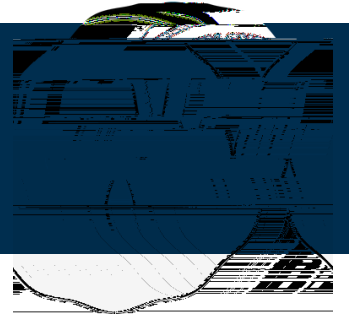


## **Article IX, Section 7, Fla. Constitution**

Board of Governors 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
- 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

# State University System Overview



Board of Governors

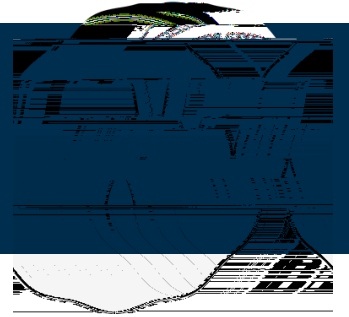
Chancellor

14 Gubernatorial Appointees

3 Designated by Statute

12 UNIVERSITIES

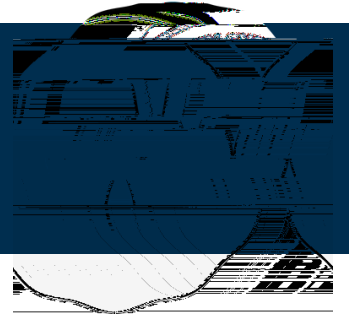
# State University System Overview





# Board of Trustees Delegated Powers and Duties

## BOG Reg. 1.001



- Provide administrative oversight of and in a manner dedicated to the university's mission
- Adopt a university strategic plan
- Prepare a multi-year workplan/report that outlines university priorities
- Establish an effective information system
- Responsible for campus safety
- Adopt a policy addressing conflicts of interest for its members
- Exercise fiduciary oversight of university operations and finances
- Establish degree programs up to and including master's level programs
- Establish i      Estable50 (r)7 (s)]TJp mPthe universityessin-8.1 ( )104 Tc 0 Tc 0 erp (ov)] (i)s3u5udrsys stable50 (r)7 (s)]TJ0.022 Tw

# Board of Trustees Powers and Duties

## BOG Reg. 1.001



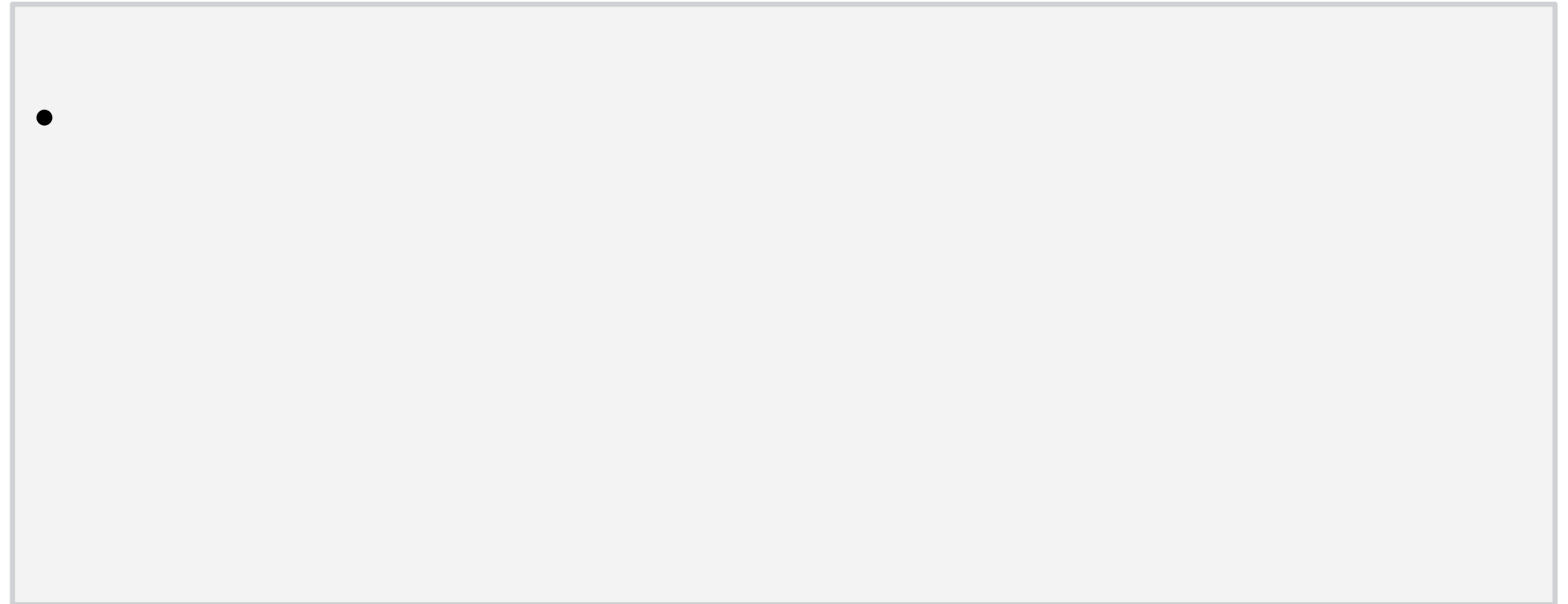
**Additional (1) ¶.31 8 0.31 rg6 (w)3.6d Duties**

# Board of Trustees | Chair

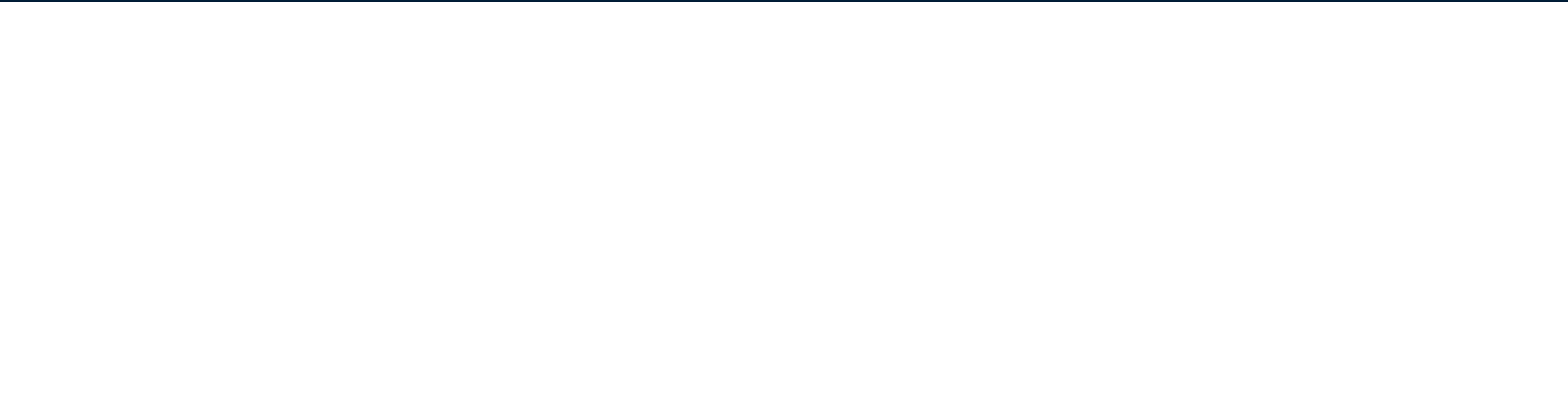


- Elected by the Board of Trustees

# University | President

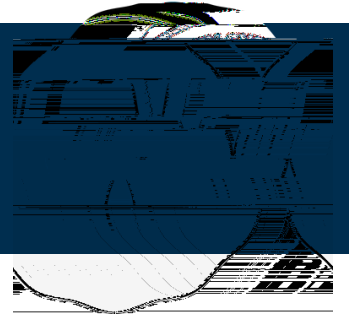


-



# Ethical Considerations

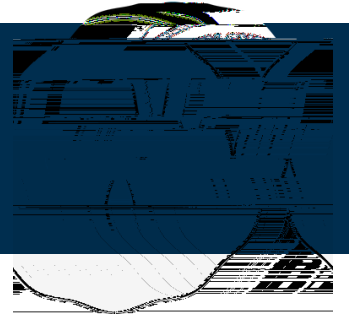
## BOG Reg. 1.006 and 112 FS



Trustees are prohibited from doing business with their universities and cannot sell or lease any property, goods or services to the university or purchase, sell, or lease property, goods or services on behalf of the university.

Trustees are prohibited from holding employment or contractual relationships with the university or an entity doing business with the university, or one that

# Ethical Considerations



- All members of public boards are required to vote except where there is a conflict. As soon as you become aware of a potential conflict, contact the university general counsel for advice on how to handle the conflict.
- Trustees cannot use their official position to secure any special privilege, benefit, or exemption for the trustee or others.
- Trustees cannot solicit or accept anything of value that is being given to influence your vote, actions, or judgment on a board matter.





# Fiduciary Duties of a Board Member



The fiduciary duty to pursue the interests of the institution with reasonable diligence and prudence

The fiduciary duty to place the interests of the institution ahead of your own interests

Ensure the institution complies with all the applicable laws and regulations, acts in accordance with its own policies, and carries out its mission appropriately

# Generally, the Best Approach and Policy



- Be guided by the **fiduciary duties** of Care, Loyalty and Obedience
- **Board operates as a body** – no one member has authority

# Sunshine Law



- All meetings must be open to the public and noticed in advance.
- All discussions between two or more members related to board business must occur in an open, noticed meeting and actions must be captured in official minutes.



- All documents you create or receive as a board member, that is related to the business of the board, are public records (includes emails, texts, memos, letters, etc.) and must be maintained and subject to inspection or copying by the public.
- **Civil and criminal penalties attach to a knowing violation of the Sunshine law.**



# Regulation Development



- Regulations are statements of general applicability to guide the conduct or action of universities, constituents or the public.
- Regulations must be reviewed by the Board of Governors' office.  
Select regulations are those which address tuition and fees, sthet
- 
-

# General Procedure

30 days notice before adopting, amending or repealing a Rule.



14 day public comment period

Re-notice the Rule

BOT votes on final approval of Rule



# Tuition and Fees

# Tuition - Board of Governors Regulation 7.001



- Set in Florida Statute

- Boards of Trustees may submit a proposal to the Board of Governors to establish tuition or increase tuition for existing programs

- Boards of Trustees may submit a proposal to the Board of Governors to establish or increase the out-of-state fee (tuition)
- The combination of tuition and the out-of-state fee must be sufficient to offset 100% of the cost of instruction







# Educational Plant and University Space Needs

# Campus Master Plan



The university BOT shall prepare and adopt a **Campus Master Plan** in accordance with Florida Statutes and Board Regulation 21.202. The CMP reflects the university's academic mission and goals in planning for campus educational and infrastructure elements; buildings, land, utilities, roads, open space, etc. The CMP is a 10 to 20

# Educational Plant Survey



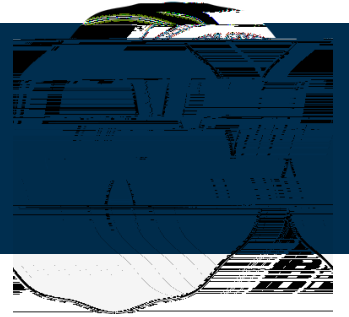
At least every 5 years, the university BOT shall arrange for an Educational Plant Survey, per Florida Statutes, providing an assessment of projected facility space needs to accommodate the university's educational programs, students, faculty, staff and ancillary services. The Board of Governors assists in conducting the EPS, helping ensure the process remains compliant with statutory requirements and established guidelines.

**The BOT shall arrange for an EPS to be completed at least every 5 years to assess the university's future educational facilities space needs.**



# University Operational Budgets

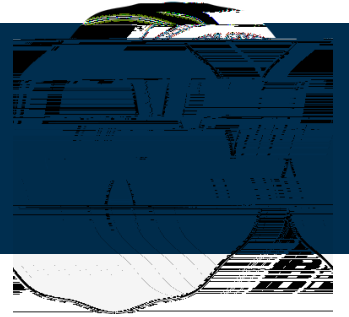
# Operating Budgets – Board of Governors Regulation 9.007



Each university president shall prepare an **Education and General (EandG) operating budget** and carryforward spending plan for approval by the university BOT in accordance with instructions, guidelines, and standard formats provided by the Board of Governors.

The approved BOT operating budget and carryforward spending plan shall be approved by the Board of Governors.

# Fixed Capital Outlay Budgets – Board of Governors Regulation 14.003



Each university board of trustees shall adopt a Fixed Capital Outlay (FCO) budget for the ensuing year, such that the capital outlay needs may be well understood. The FCO budget is prepared by the university in accordance with instructions, guidelines, and standard formats provided by the Board of Governors.

**The BOT-approved fixed capital outlay (FCO) budget shall be approved by the Board of Governors.**



# Accountability



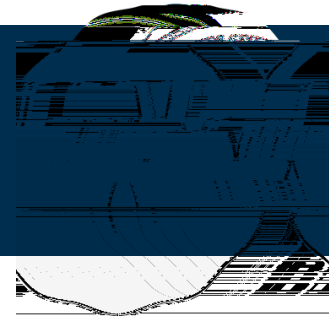
# Accountability Plan



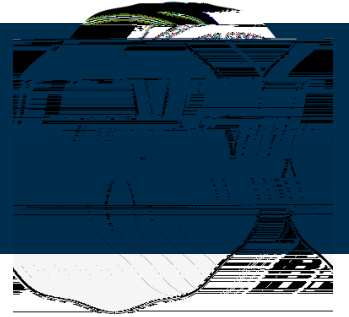
- Section 1001.706(5)(c), Florida Statutes, requires the Board

# Strategic Plan

- Sect



# Programs of Strategic Emphasis



- As required by section 1001.706(5)(b)(4), Florida Statutes, the Programs of Strategic Emphasis list is one of several tools for aligning the degree production goals of the State University System with the economic & workforce needs of Florida
- Included in the Performance Based Funding Model & is a valuable resource to help students select a major that will ensure a positive return on investment
- The Board approved the latest methodology & list in November 2023, which goes into effect for the 2024-25 academic year



# Institutional Accreditation



## Board of Governors Regulation 3.006, Accreditation

### Institutional Accreditation

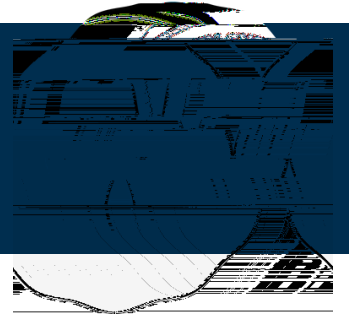
- Regulation 3.006 and section 1008.47, Florida Statutes requires institutions to establish & maintain institutional accreditation with an agency or association recognized by the United States Department of Education.

---

### Discipline-Specific Accreditation

- Discipline-sp (gn82)-5.1 (e)-0.6 (dd)-0.6A7line

# Operating Budgets - Board of Governors Regulation 9.007



Each university president shall prepare an \_\_\_\_\_ and carryforward spending plan for approval by the university BOT in accordance with instructions, guidelines, and standard formats provided by the Board of Governors.



# State University System at a Glance



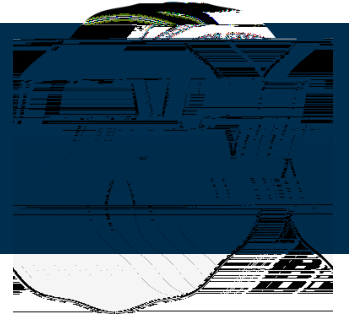
- 12 institutions
- 429,000+ students
- \$14.8 billion total budget
- 100,000+ degrees awarded
- Over \$2.56 billion in research expenditures
- #2 producer of utility patents in Florida





# Facilities

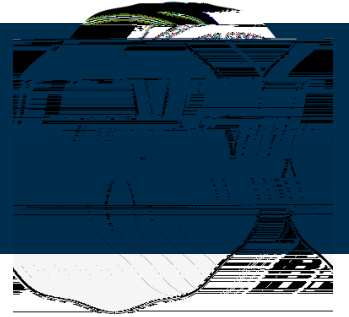
# Section 9.005 Naming of Buildings and Facilities



The naming of any building, road, bridge, park, recreational complex, other similar facility or educational site, as defined in Board regulation 8.009, (collectively referred to as a “University Facility”) of a state university for individuals or groups who have made significant contributions to the university or the state of Florida is the prerogative and privilege of the State University System of Florida and is vested in the Board of Governors. The Board of Governors hereby delegates such approval authority to each university board of trustees provided that the board of trustees establishes procedures for the naming of such University Facilities to include the following elements:

(a) The naming of any University Facility must be approved by the board of trustees as a noticed, non-consent agenda item.

## Section 9.011 University Direct Support Organizations



(1) University boards of trustees may establish direct support organizations (“DSO”) and health services support organizations and certify them to use university property, facilities and personal services. Such support organizations shall be organized and operated to serve the best interests or missions of the university, including a university’s research, education and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the university or for the benefit of a research and development park or research and development authority affiliated with a university.

# Chapter 14 Construction Program



## **14.0025 Action Required Prior to Fixed Capital Outlay Budget Request**

- (1) No new construction or remodeling project shall be requested by a university for inclusion on the first year of the 3 year, PECO-eligible priority list without being recommended in an educational plant survey.
- (2) The university is responsible for the preparation of the building program. The program shall be consistent with the university strategic plan, academic and facilities master plan, and shall include the project budget and the building codes applicable to the project.
- (3) The university president shall have the responsibility for building program review and approval to assure compatibility with the institution's approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction.

# Chapter 18 Purchasing



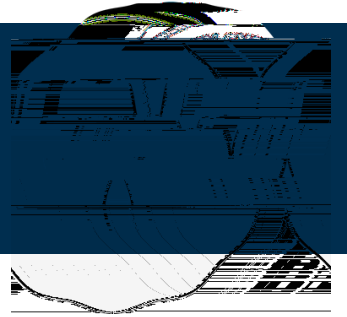
## 18.001 Procurement Regulation

### (1) Authority of the Institutions.

Each university Board of Trustees shall adopt regulations establishing basic criteria related to procurement, including procedures and practices to be used in acquiring commodities and contractual services, as follows:

(a) Removing any contractor from the University's competitive vendor list that fails to fulfill any of its duties specified in a contract with the University(s) and to reinstate any such contractor when satisfied that further instances of default will not occur.

# BOT Facility Responsibilities Per Statute



Section 1013.15 F.S. – Lease, rental, and lease-purchase of educational facilities and sites.

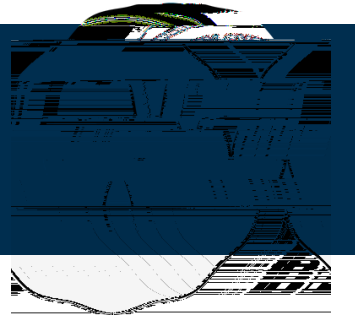
Section 1013.171 F.S. – University Lease Agreements (See also SUS Public Private Partnership Guidelines).

Section 1010.62 F.S. – Revenue Bonds and Debt (See also the SUS Debt Management Guidelines).

Section 1013.31 F.S. – Educational Plant Survey and localized need assessment.



# Innovation and Online Education





# Innovation & Online Education



- A Board of Governors Innovation and Online Committee was established and was tasked to implement the 2025 Strategic Plan.
- This Board committee established a Steering Committee of university provosts to develop and monitor policies identified in the Plan, as well as an Implementation Committee, made up of university distance learning leaders, to implement the plan.
- Since the 2015 adoption of the Strategic Plan, these System-wide Committees have continued to guide and support the Board's Innovation & Online Committee.

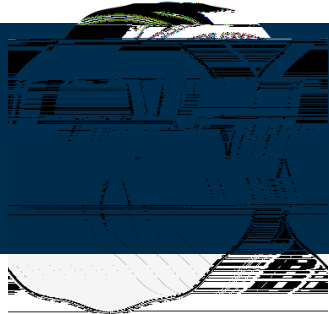


- Each year, the Innovation & Online Committee produces an Annual Report that provides data on the participation and performance of universities and their online students.
- The 2022 Annual Report reviewed the impact of the COVID Pandemic on SUS distance learning and highlighted post-COVID online student participation and performance.
-



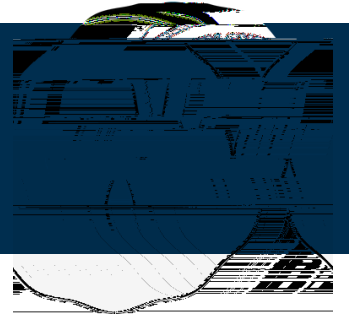
# Audit and Compliance

# General Audit Coverage



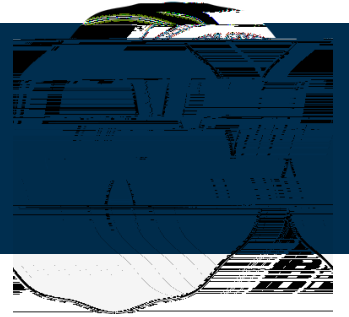
External Coverage	Internal Coverage
<ul style="list-style-type: none"><li data-bbox="443 825 886 872">• Auditor General</li></ul>	

# University Internal Audit Coverage



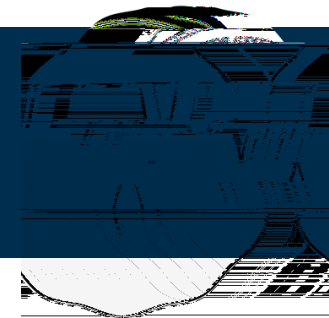
- BOT Audit and Compliance Committee
  - BOT-approved charter
- Chief Audit Executive (CAE)
  - Organizational Independence [Reporting functionally to BOT, administratively to President]
  - Resources and Access
- Board of Governors Regulation 4.002 prohibits:
  -

# Chief Audit Executive Responsibilities



- Internal Audits (Performance, Contract, & IT Audits)
- Management Reviews
- Consultations
- Investigations (including Whistle-blower)
- Adherence to Professional Standards

# Complaints of Waste, Fraud, or Financial Mismanagement



# University Compliance



Board of Governors Regulation 4.003 requires (partial list):

- Compliance and Ethics Programs
  - Charter
  - Program Plans
  - Training
  - External Review
  - Reporting Mechanisms
- BOT Audit and Compliance Committee Oversight
-

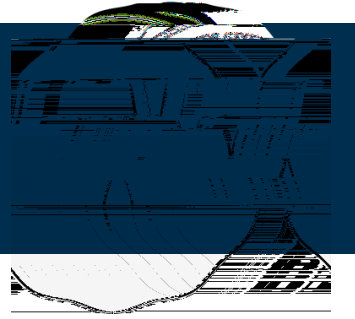




# National and State Issues in Higher Education

















# Comparison of Florida Public High School & University Outputs for Non-Hispanic Black & Hispanic Students



# FTIC GRAD RATES FOR PUBLIC INSTITUTIONS IN TEN LARGEST STATES



AVG DATE		6YR RATE	
2014-20	STATES	2014-18	STATES
FLORIDA	72.0%	FLORIDA	50.6%
10.5%	CALIFORNIA	66.5%	PENNSYLVANIA
60.5%	MISSISSIPPI	72.0%	MISSISSIPPI

# TOP TEN STATES IN THE ANNUAL NET PRICE FOR THE FULL COST OF ATTENDANCE

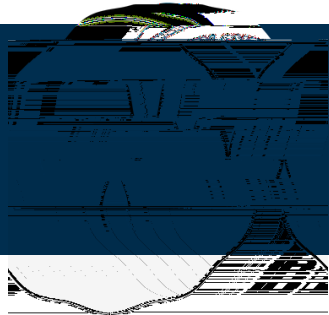


# TOP TEN STATES IN TERMS OF PUBLIC UNIVERSITY RESEARCH



	FY2019-20 TOTAL R&D	FALL 2019 TENURE/ TENURE-TRACK	R&D PER
CALIFORNIA	\$7.73	20,672	\$373,910

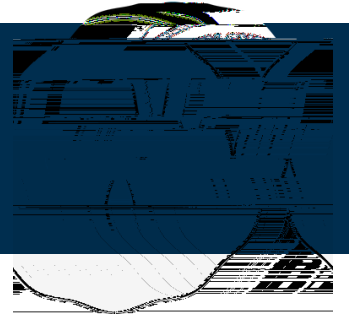
# FALL 2021 PERCENT OF TOTAL HEADCOUNTS THAT ARE FEMALE



STATES	TOTAL HEADCOUNT	% FEMALE
TX	699,771	58%
CA	369,929	58%
OR	273,112	55%
NC	244,500	59%
IN	241,512	56%
NATION AVG		57%



# State University System



Thank you for participating in the State University System's Trustee Training!

Please sign and date the “Trustee Acknowledgement Form” on the previous slide and email to: [shannon.mcdermott@flbog.edu](mailto:shannon.mcdermott@flbog.edu) to record your training.

