Developing an Updated Strategic Plan for the State University System

Governor Frank T. Martin and Dorothy J. Minear, Ph.D.
March 24, 2011

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The Evolving State University System Mission in the 21st Century

A New Florida for the Knowledge Economy

Teaching Research Service

Education for Lifelong Learning Innovation Knowledge Transfer Community Engagement

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Strategic Planning Topics to Discuss in Coming Months

Education for Lifelong Learning

- Educational Attainment and Talent Supply
  - Educational Attainment Goals and Baccalaureate Degrees
  - Graduate-Level Degrees
  - Closing the Educational Attainment Gaps - Responding to Demographic Changes

- Meeting Critical State Needs: Areas of Strategic Emphasis
  - Baccalaureates
  - Graduate and Professional Education

Innovation and Knowledge Transfer

- Research and Development
- Technology Transfer

Community Engagement

System Structure and Coordination
Educational Attainment

Talent Supply
International Comparison of Percentage of Adults Ages 25–34 and 45–54 with at Least a Bachelor’s-Type Postsecondary Degree, Selected Countries, 2007

Sources: The College Board, *Education Pays 2010*, Figure 2.11; Organisation for Economic Co-operation and Development 2009, Table A1.3a.
### Median Earnings and Tax Payments of Full-Time Year-Round Workers Ages 25 and Older, by Education Level, 2008

#### After-Tax Earnings

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Median Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not a High School Graduate</td>
<td>$19,600</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>$24,300</td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>$33,800</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>$39,700</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>$42,000</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>$55,700</td>
</tr>
<tr>
<td>Doctoral Degree</td>
<td>$91,900</td>
</tr>
<tr>
<td>Professional Degree</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

#### Taxes Paid

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Taxes Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not a High School Graduate</td>
<td>$4,700</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>$7,100</td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>$8,700</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>$9,300</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>$13,000</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>$16,200</td>
</tr>
<tr>
<td>Doctoral Degree</td>
<td>$23,100</td>
</tr>
<tr>
<td>Professional Degree</td>
<td>$25,600</td>
</tr>
</tbody>
</table>

**Note:** Taxes paid include federal income, Social Security, Medicare, state and local income, sales, and property taxes.

**Source:** The College Board, *Education Pays*, 2010.
Actual and Projected Percentage of Adults in U.S. Participating in the Workforce By Level of Education

<table>
<thead>
<tr>
<th>Year</th>
<th>High School Dropouts</th>
<th>High School Graduates</th>
<th>Associate’s Degree</th>
<th>Bachelor’s Degree</th>
<th>Master’s Degree or Better</th>
</tr>
</thead>
<tbody>
<tr>
<td>1973</td>
<td>32%</td>
<td>10%</td>
<td>19%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>1992</td>
<td>34%</td>
<td>30%</td>
<td>17%</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>2007</td>
<td>30%</td>
<td>11%</td>
<td>17%</td>
<td>10%</td>
<td>19%</td>
</tr>
<tr>
<td>2018</td>
<td>28%</td>
<td>10%</td>
<td>17%</td>
<td>12%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Number of People:
- 1973: 91 million
- 1992: 129 million
- 2007: 154 million
- 2018: 166 million


Baccalaureate Attainment Goals and Needed Degree Production
Baccalaureate Degrees

- Increased educational attainment for individual, societal, and economic benefit.
- Increased educational attainment for existing and emerging workforce needs.
- Increased baccalaureate degree production to meet these needs.
- Coordination with other higher education sectors (via the Higher Education Coordinating Council) to determine how best to meet Florida’s need for baccalaureates.

- Amount of need to be met by increased student demand:
  - As more students complete high school ready for college.
  - As more students complete Associate in Arts programs with the goal of pursuing the baccalaureate.
  - As more students seek to transfer to the State University System via other paths.
  - As more adults with some earned credit hours, but without a degree, seek to return to the State University System.

- Capacity and structure considerations (within the System and across the State).
Overarching Assumptions

- Maintain quality and continuous improvement even as volume increases.
- Focus on closing the gaps in the supply of graduates for high-demand areas of strategic emphasis.
- Acknowledge the demographic changes in Florida’s future workforce, and focus on closing the educational attainment gaps for students from traditionally underrepresented groups.
- Assume that a highly educated workforce will attract high-skill, high-wage jobs to the state and help position Florida to excel in an increasingly competitive knowledge-based economy.
In 2008-09, Florida ranked 41st out of the 50 states and DC.

National average currently projected to be 16 in 2019-20.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System, “Completions Survey” (IPEDS-C:95–99), and Fall 2000 through Fall 2008; and Degrees Conferred Model, 1975–76 through 2007–08. (This table was prepared February 2010.)
Baccalaureate Degrees Awarded in Florida by Sector: 2008-09

2008-09 FLORIDA's BACHELOR'S DEGREES = 80,275

SUS 64% 51,443
ICUF 22% 17,341
FCS 1% 1,142
OTHER 13% 10,550

FTICs 48% 24,693
FCS TRANSFERS 37% 19,034
OTHER TRANSFERS 15%

Sources: U.S. Department of Education, Integrated Postsecondary Education Data System; State University Data System, FL Board of Governors

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Baccalaureate Degree Production in the State University System - Model

Based on National Average as Currently Projected

31% Increase

69,800

SOURCES: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System; State University Data System, FL Board of Governors

www.flbog.edu
Baccalaureate Degree Production in the State University System - Model

Based on Historical Trends

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

SOURCE: State University Data System, FL Board of Governors

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For example:

- The National Governors Association “Complete to Compete.”
- The Bill and Melinda Gates Foundation.
- Complete College America.
- The Hispanic Scholarship Fund.
- The Lumina Foundation.
- The Obama Administration’s American Graduation Initiative.
- The Commission on Access, Admissions, and Success in Higher Education (formed by the College Board).
- ¡Excelencia in Education!’s “Roadmap for Ensuring America’s Future.”
Baccalaureate Degree Production in the State University System - Model

Based on National Goals

64% Increase

Sources: State University Data System, FL Board of Governors; NCHEMS, Patrick Kelly, 2010

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Changing Student Demand

Improved College Readiness

Flow of Students Through the Educational Pipeline
## More Rigorous High School Graduation Requirements

<table>
<thead>
<tr>
<th>Entering 9th Grade</th>
<th>To Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Algebra I and Geometry +</td>
</tr>
<tr>
<td>2011</td>
<td>Biology and Algebra I EOC +</td>
</tr>
<tr>
<td>2012</td>
<td>Biology EOC, Geometry EOC and Algebra II +</td>
</tr>
<tr>
<td>2013</td>
<td>Chemistry or Physics and an equally rigorous science course</td>
</tr>
</tbody>
</table>

Source: Florida Department of Education
Florida’s Race To The Top Goals

Double the Percent Earning College Credit

100 9th Graders in 2001-02
59 Graduate from High School in 2005
34 Go on to College After High School by 2007
22 Earn at Least a Year's Worth of College Credit by 2009

100 9th Graders in 2011-12
85 Graduate from High School in 2015
63 Go on to College After High School by 2017
44 Earn at Least a Year's Worth of College Credit by 2019

Source: Florida Department of Education
Actual and Projected Public High School Graduates with Standard Diplomas in Florida 2000-01 to 2019-20

Source: Florida Department of Education; Evaluation and Reporting
What Happens After They Graduate? Standard Diplomas to Postsecondary

<table>
<thead>
<tr>
<th>Source: PK-20 Education Data Warehouse. * Does not include students who enrolled in postsecondary education out of state, historically 4-5% of high school graduates. Note: percentages use the 79,225 as the denominator and will add up to more than 100% because students may enroll in more than one sector.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>In the Fall of 2009, 79,225 (68%) of the Students Enrolled in a Florida Postsecondary Institution*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Colleges</td>
</tr>
<tr>
<td>State Universities</td>
</tr>
<tr>
<td>Independent Universities</td>
</tr>
<tr>
<td>PK-12 Adult Programs</td>
</tr>
</tbody>
</table>

117,089 2008-09 Public High School Standard Diploma Recipients
Projections of SUS Student Progression: First-Time in College Students (FTICs)

Policy Levers

- Increase size and preparedness of entering student body (expand capacity, change admissions standards, out-of-state access).
- Increase graduation rates and decrease time to degree.

Source: Based on analysis of data from the State University Data System, FL Board of Governors
Florida College System’s AA Degrees: Actual and “Complete College America” Goals

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual AA Degrees Awarded</th>
<th>Complete College America Goals for AA Degrees Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>31,830</td>
<td>33,398</td>
</tr>
<tr>
<td>2005-06</td>
<td>33,398</td>
<td>33,836</td>
</tr>
<tr>
<td>2006-07</td>
<td>37,219</td>
<td>33,836</td>
</tr>
<tr>
<td>2007-08</td>
<td>40,384</td>
<td>37,219</td>
</tr>
<tr>
<td>2008-09</td>
<td>48,763</td>
<td>40,384</td>
</tr>
<tr>
<td>2009-10</td>
<td>54,800</td>
<td>48,763</td>
</tr>
<tr>
<td>2010-11</td>
<td>60,000</td>
<td>54,800</td>
</tr>
<tr>
<td>2011-12</td>
<td>64,800</td>
<td>60,000</td>
</tr>
<tr>
<td>2012-13</td>
<td>69,300</td>
<td>64,800</td>
</tr>
<tr>
<td>2013-14</td>
<td>73,500</td>
<td>69,300</td>
</tr>
<tr>
<td>2014-15</td>
<td>77,100</td>
<td>73,500</td>
</tr>
<tr>
<td>2015-16</td>
<td>80,200</td>
<td>77,100</td>
</tr>
<tr>
<td>2016-17</td>
<td>82,600</td>
<td>80,200</td>
</tr>
<tr>
<td>2017-18</td>
<td>84,300</td>
<td>82,600</td>
</tr>
<tr>
<td>2018-19</td>
<td>85,100</td>
<td>84,300</td>
</tr>
</tbody>
</table>

Source: Based on analysis of data from the Division of Florida Colleges, FL Department of Education
Where do AA Recipients Go?

Source: OPPAGA #10-01

POLICY LEVERS

- Increase size and preparedness of entering student body (expand capacity, change admissions standards, prerequisites, articulation agreements).
- Increase graduation rates and decrease time to degree.

Source: Based on analysis of data from the State University Data System, FL Board of Governors
Projections of SUS Student Progression: Other Transfers

POLICY LEVERS

- Increase size and preparedness of entering student body (expand capacity, change admissions standards, admissions of non-AA FCS transfers, admission of out-of-state and private transfers).
- Increase graduation rates and decrease time to degree.

Source: Based on analysis of data from the State University Data System, FL Board of Governors
Projections of SUS Student Progression Based on Historical Trends

- FTIC: 48% (37,898 in 2009-10, 78,951 students newly enrolled)
- AA TRANSFERS: 27% (21,505)
- OTHER TRANSFERS: 25% (19,548)

Year-by-Year Projections:
- **Year 2:**
  - FTIC: 42% (33,000)
  - AA TRANSFERS: 29% (22,700)
  - OTHER TRANSFERS: 7% (39,100)
  - Graduated: 20% (15,700)
  - Not in SUS: 8% (4%)

- **Year 3:**
  - FTIC: 37% (29,100)
  - AA TRANSFERS: 29% (22,700)
  - OTHER TRANSFERS: 7% (39,100)
  - Graduated: 20% (15,700)
  - Not in SUS: 8% (4%)

- **Year 4:**
  - FTIC: 20% (15,700)
  - AA TRANSFERS: 50% (39,100)
  - OTHER TRANSFERS: 7% (39,100)
  - Graduated: 62% (49,000)
  - Not in SUS: 8% (4%)

- **Year 5:**
  - FTIC: 8% (4,900)
  - AA TRANSFERS: 66% (52,300)
  - OTHER TRANSFERS: 7% (39,100)
  - Graduated: 66% (52,300)
  - Not in SUS: 8% (4%)

- **Year 6:**
  - FTIC: 4% (2,300)
  - AA TRANSFERS: 68% (53,900)
  - OTHER TRANSFERS: 7% (39,100)
  - Graduated: 68% (53,900)
  - Not in SUS: 8% (4%)

- **Year 7:**
  - FTIC: 4% (2,300)
  - AA TRANSFERS: 69% (54,800)
  - OTHER TRANSFERS: 7% (39,100)
  - Graduated: 69% (54,800)
  - Not in SUS: 8% (4%)

Source: Based on analysis of data from the State University Data System, FL Board of Governors

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Based on “Pipeline”
Historical Trends and Goals

Source: Based on analysis of data from the Florida Dept. of Education and the State University Data System, FL Board of Governors

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Baccalaureate Degree Production in the State University System - Models

2019-20 Projections:
- FL Contribution to National Goal - 87,400
- Response to Educational Pipeline - 80,300
- Projection Based on Historical Trend - 73,000
- National Average as Currently Projected - 69,800

Source: Based on analysis of data from the U.S. Department of Education, Integrated Postsecondary Education Data System; the Florida Dept. of Education; and the State University Data System, FL Board of Governors

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Several states already have programs in place to reach out to non-completers.

FCS plans to target non-completers with 30-60 hours.

Source: Based on analysis of data from the State University Data System, FL Board of Governors
Capacity Needs and Longer-Term Projections
Undergraduate Headcount Enrollment in the State University System - Models

Fall 2019 Projections

- FL Contribution to National Goal - 400,800
- Response to Educational Pipeline - 338,500
- Projection Based on Historical Trend - 334,900
- National Average as Currently Projected - 305,000

Source: Based on analysis of data from the U.S. Department of Education, Integrated Postsecondary Education Data System; the Florida Dept. of Education; and the State University Data System, FL Board of Governors
Preliminary Longer-Term (2024-25) SUS Projections Based on Initial Models

ASSUMPTIONS:

- The SUS continues to award approximately two-thirds of the baccalaureates in Florida each year.
- SUS graduate degrees awarded continue to increase at the same rate for this initial analysis.
- Enrollment-to-degree patterns remain relatively the same or improve incrementally to achieve higher degree goals.
- The K-12 sector and the Florida College System meet their completion goals.

GENERAL PRELIMINARY PROJECTIONS BASED ON INITIAL MODELS:

- Between 80,000 and 100,000 Baccalaureate Degrees Annually.
- Fall Undergraduate Enrollment Between 380,000 and 480,000.
- Approximately 25,000 Master’s Degrees Annually.
- Approximately 7,000 Doctoral Degrees Annually.
- Fall Graduate Enrollment Between 125,000 and 170,000.
- Additional Non-Degree-Seeking Student Enrollment.
- Needed Capacity Between 500,000 and 650,000.
Questions and Decision Points
Board Discussion: Questions and Decision Points

FOR EXAMPLE:

- Goal for Florida - Number of baccalaureate degrees to be awarded annually.
- Expected State University System contribution to the baccalaureate degree goal.
- SUS master’s and doctoral degree goals.
- How to best structure the SUS to achieve the degree goals.
- Expected contribution to degree goals from individual institutions.
- Is the SUS producing enough degrees in “high-growth” fields to meet the state’s current and future demands?
- What policies are in place to encourage students to complete a degree - particularly students from groups historically at greater risk of not completing degrees?
- [Others to be identified by Board members.]
Process for Moving Forward

- Regulation development:
  - Educational sites.
  - Continuing education.
  - Academic coordination.
  - New institutions.

- Updates to University Work Plans will be reviewed at the June Board of Governors meeting, providing more information regarding each institution’s strategic goals and contribution to System-wide goals.

- Coordination with Higher Education Coordinating Council (HECC) and other sectors for broader statewide higher education planning.

- Board and university staff research related to other topics of interest to the Board for possible inclusion in the Strategic Plan.

- Strategic Planning Committee leadership in reviewing materials and facilitating further Board discussions regarding strategic planning and written Strategic Plan.
BACKGROUND:
Details on How Initial Longer-Term Projections Were Calculated
Longer-Term Projected Baccalaureate Degree Production in the State University System

2019-20 Projections:
- FL Contribution to National Goal: 87,400
- Response to Educational Pipeline: 80,300
- Projection Based on Historical Trend: 73,000
- National Average as Currently Projected: 69,800

Source: Based on analysis of data from the U.S. Department of Education, Integrated Postsecondary Education Data System; the Florida Dept. of Education; and the State University Data System, FL Board of Governors

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Longer-Term Projected Undergraduate Headcount Enrollment in the State University System

**Fall 2019 Projections:**
- FL Contribution to National Goal - 400,800
- Response to Educational Pipeline - 338,500
- Projection Based on Historical Trend - 334,900
- National Average as Currently Projected - 305,000

**Source:** Based on analysis of data from the U.S. Department of Education, Integrated Postsecondary Education Data System; the Florida Dept. of Education; and the State University Data System, FL Board of Governors
Based on Historical Trends

54% Increase

Source: Based on analysis of data from the State University Data System, FL Board of Governors
Doctoral Degree Production in the State University System - Model

Based on Historical Trends

70% Increase

7,173

Source: Based on analysis of data from the State University Data System, FL Board of Governors
Longer-TermProjectedGraduateHeadcount
EnrollmentintheStateUniversitySystem

Fall 2024 Projections:
Projection Based on 125% Historical Trend - 168,800
Projection Based on 100% Historical Trend - 150,800
Projection Based on 75% Historical Trend - 125,100

Source: Based on analysis of data from the State University Data System, FL Board of Governors
Preliminary Fall 2024 Overall Headcount Enrollment Projections Based on Initial Modeling

481,200 Undergraduate + 168,800 Graduate = 650,000*

382,300 Undergraduate + 125,100 Graduate = 507,400*

*plus non-degree-seeking students