

MINUTES
FLORIDA BOARD OF GOVERNORS
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE
UNIVERSITY OF NORTH FLORIDA
JACKSONVILLE, FLORIDA
NOVEMBER 17, 2005

Mr. Dasburg, Chair, convened the meeting of the Strategic Planning/Educational Policy Committee of the Board of Governors at 10:00 a.m., in the Board of Trustees Room, University Center, University of North Florida, Jacksonville, Florida, November 17, 2005, with the following members present: René Albors, Dr. Akshay Desai; Ann Duncan; Dr. Stanley Marshall; Bill McCollum; Sheila McDevitt; Lynn Pappas; Ava Parker; Dr. Martha Peláez; Carolyn K. Roberts; Peter Rummell; Chris Schoonover; Commissioner John Winn; and Dr. Zach Zachariah.

1. Approval of Minutes of Meeting held September 15, 2005

Mr. Albors moved that the Committee approve the Minutes of the Meeting held September 15, 2005, as presented. Mr. Rummell seconded the motion, and members of the Committee concurred.

2. Analysis of University Enrollment Plans and Degree Plans

Dr. Johnson said the universities had submitted their planned enrollments to the year 2012-2013 and the numbers of planned degrees. He said the universities would meet approximately 97 percent of the Board's goal for the number of baccalaureates to be awarded by that year. He reviewed the universities' plans for degrees in comparison with the Board's Strategic Plan goals. He noted that the universities' plans for professional degrees, i.e., medical, law and pharmacy degrees, were at 104 percent of the Board's goals. He said the agenda materials included the full-time enrollment for the current year and the planned enrollment to 2012-2013, by university, as well as the degrees granted by level.

3. Enrollment Planning and Management

Dr. Johnson reviewed the university degree plans and the university enrollment plans, noting the very large growth proposed for the number of doctoral degrees. He described five key variables in enrollment planning, beginning with the number of new applicants. The process continues through the percentage of applicants admitted, the percentage of admitted applicants who enroll, the percentage of enrolled students who return, and the number of credits per student. He described the factors that determine the number of applicants, which are largely external. He said that tuition and financial aid also have a bearing on the number of applicants, as do recruiting and outreach. He said applications to the universities closely track the numbers of SAT test-takers in Florida.

Commissioner Winn noted that the percentage of high school graduates qualifying for Bright Futures scholarships was increasing. He said these students would

show up in the applicants and test-takers data. He noted with pleasure the data that showed an increase in the SAT scores of African-American high school males, and the increased number of students taking the A.P. exams over the past three years. He said he was now focusing on improving retention and on strategies to improve the preparation of high school students for university admission.

Dr. Desai inquired about the cause of the increased numbers of students taking the SAT and ACT tests. Were these increases the result of financial assistance, such as the Bright Futures scholarships, or the Governor's A+ Plan? He said if these trends continued, there was a sure pipeline for baccalaureate aspirations.

Dr. Johnson said this data was available, but difficult to sort. He said there had been a number of initiatives since the early 1990's to motivate students to want to attend college, such as the Bright Futures scholarships and the Governor's Talented 20 program. He said it was difficult to sort out which programs were causing the increases in university applications. Dr. Desai said it would be helpful to know if these were short-term or long-term increases.

President Brogan said that when the Bright Futures scholarships were instituted, they created aspirational goals for high school students and encouraged the taking of the SAT tests. He said students were naturally attracted to any program that offered money. He added that test scores would remain flat if the pool of test-takers increased. He said he believed that these scores would increase incrementally, at which time legislators could consider an increase in the cut scores for Bright Futures eligibility.

Dr. Abele said that the eligibility SAT scores were a large political issue. He said the average SAT score for white students was 1022, while 858 was the mean score for African-American students. Commissioner Winn commented that high school teachers were dealing each day with both high-achieving and struggling students. He said the Board needed to think about the future and how to take control such that the state had a better educated citizenry, so it was important to review the year-to-year projections and enrollment trends. He said the Board should be concerned about the qualified applicants who were not admitted and the admitted students who did not enroll. He inquired whether staff reviewed that data.

Dr. Johnson responded that this data was not formally reviewed, but that they did review some data from several universities. He said it was difficult to track students who were not admitted. He noted that there was a slight decline in the admission of in-state students, and a significant decline in the admission of out-of-state students. He explained the factors that determine the percent of admitted students who enroll, noting that universities use past experience to make the estimates of yield, but that decisions made by other institutions had a bearing on this result. He said the universities had experienced a steady yield rate through the 1990s, although there had been years when more students had come than the universities had really expected. He also reviewed the factors that determine the percentage of enrolled students who return. He commented that university initiatives could produce incremental changes to affect retention rates. He reported that the number of credits per student was fairly stable at the System level. He described major disruptive events that could impact enrollment

planning. He said when the economy faltered, the universities experienced a decline in the number of applications to graduate school.

Dr. Peláez inquired whether issues of affordability and tuition had an effect on students who did enroll in the universities. Mr. Dasburg speculated that when tuition rose, enrollment also increased. He said there had been numerous studies on the relationship between tuition and enrollment. Commissioner Winn said his primary interest was in more students earning degrees, and for better alignment of the university goals with the stated strategies of the Board of Governors.

Mr. Dasburg said this Committee had isolated the need for professionals in three areas, i.e., nursing, engineering and teaching. He had asked Board members to take the lead in each area, noting that Dr. Desai was taking the lead in nursing and would come back to this Committee in the spring with recommendations to align the strategies. He said these might need further refinement. He added that the Board needed to be satisfied that the long-term goals were adequate. He said he hoped to have a confirmation of the goals by Fall 2006, unless some aberration occurred. Further, the Board needed to know how confident it could be that the State University System could achieve its Strategic Plan forecast. He said by January, the Committee should consider the top three impediments to achieving its goals, what the Board could do to address those impediments, and what the Board could do to reduce those impediments.

4. Enrollment Planning and Management, Florida State University

Dr. Larry Abele, Provost, FSU, reported to the Board that enrollment management at universities was as complex as any business process, without the flexibility available to a business. He said the first question was to understand the role of the universities as state universities. He reviewed the population centers in Florida, and the projected numbers of high school graduates. He explained the composition of the student body, noting that for the children of someone who did not attend college, 17 percent were likely to earn a baccalaureate degree; for children of someone who did attend college, 68 percent were likely to earn the degree.

He described how FSU built its pool of students through high school visits, DOE data and a variety of prospect lists. He also explained the inducements available to the universities to attract students, noting that he was embarrassed by the generous availability of merit-based financial aid, and the paucity of need-based aid. He described how FSU evaluated and scored prospective students using test scores, GPA, coursework, and the stated preference of the student for FSU. He explained how FSU built its contact list and how it assessed the pending enrollment of students.

Commissioner Winn inquired how the One Florida initiative worked at FSU. Dr. Abele responded that FSU was a national model for recruitment, admission, and retention, and was attentive to improving the quality of life for students.

5. Enrollment Planning and Management, University of Central Florida

Dr. Terry Hickey, Provost, UCF, described enrollment planning at a metropolitan research university. He said UCF had taught its first classes in 1968; it now had an enrollment of 45,000 students, and was the eighth largest public university in the nation. He described the dynamic growth of the university and the need to provide access to a student body with both full-time and part-time students, and both FTIC and community college transfer students. He noted that UCF enrolled 24 percent of all of the A.A. students continuing in the SUS. He also explained the enrollment process for graduate students. He said graduate student enrollment decisions were made at the program level. He noted a recent trend that foreign graduate students were not coming to this country for graduate study. He commented that enrollment plans were really only enrollment projections. He said that predicting the course-taking patterns of part-time students was very difficult. He said that factors influencing enrollment planning varied at each institution.

Mr. Rummell inquired about the number of community college students who started at the community college with the idea that they would transfer to the State University System. President Hitt responded that UCF had a large number of transfer students from Valencia Community College, many of whom start with the idea that they will earn a B.A. degree. President Brogan agreed that there were many "2 plus 2" students at FAU because of the access and availability of the several FAU campuses, and the opportunity for automatic transfer from the community college to the university. Dr. Abele noted that while 16 percent of community college transfers earned the baccalaureate degree, 64 percent of those who started their postsecondary education at a university earned the baccalaureate. President Bryant observed that the institutions enrolled different students; community colleges were also authorized to offer remedial programs. She said that freshman to freshman, community college to university, these students were not comparable.

President Brogan remarked that as the Access to Higher Education Task Force continued to work, it was essential that it have accurate data. He said that a community college student was not "enrolled" until the student had mastered any remediation coursework. He noted that many students did not satisfy that requirement and were never included in the enrollment figures.

Mr. Dasburg said it was critical to remember the very different mission of the community colleges. He said comparing these statistics would undoubtedly lead to erroneous conclusions. Provost Hickey noted that several of the universities had partnerships with community colleges, giving students the opportunity to complete the baccalaureate degree on the community college campus.

Dr. Peláez remarked that in 2004-2005, UCF had approximately 23,000 applicants, approximately 12,000 students admitted, and 6,000 students enrolled. She asked what the University would do to improve the enrollment numbers. Provost Hickey responded that this might occur if the University received enrollment growth funding for its students and if the University had additional facilities.

Dr. Desai inquired why UCF was so attractive to students from Broward County. Dr. Hickey said Orlando was a “comfortable distance” away from home. He said UCF had been called “friendly” and students also remarked on the internships and business opportunities available in Orlando.

Ms. Pappas noted the trend toward more full-time students at all the universities. President Hitt said the universities located in urban areas served part-time students and needed to keep opportunities available for those students. Mr. Rummell said the universities should be driving down the six-year graduation rates. President Hitt observed that as the universities encouraged graduation, this actually resulted in higher enrollment numbers.

There were no further comments. Mr. Dasburg said the discussion of the identification of programs to be used in developing and testing an appropriate methodology for cost per degree would be rolled over to the next meeting.

5. Adjournment

Meeting adjourned at 11:20 a.m., November 17, 2005.

John Dasburg, Chairman

Mary-Anne Bestebreurtje,
Corporate Secretary