

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
November 8, 2017

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and its committees are accessible at <http://www.flbog.edu/>.*

1. Call to Order

Governor Morton convened the meeting of the Strategic Planning Committee at 3:53 p.m. on November 8, 2017 with the following members present: Governors Jordan, Cerio, Frost (by telephone), Lautenbach, Levine, Link, Tyson, and Zachariah. Other Board members in attendance were Governors Kuntz, Huizenga, Kitson, Jay Patel, Kishane Patel, Stewart, Tripp, and Valverde.

2. Approval of August 30, 2017 Committee Meeting Minutes

Governor Morton called for a motion to approve the minutes from the Committee's August 30, 2017 meeting. A motion was made by Governor Jordan, seconded by Governor Link, and the motion carried unanimously.

3. Updated State University System Educational Sites Survey Inventory

Chair Morton said that the Committee's next item, for information, was to review an updated State University System Educational Sites Survey Inventory. He then called on Vice Chancellor Ignash to provide a brief explanation of the updated Inventory. Dr. Ignash said that per Board Regulation 8.009 an inventory is kept for the classification of educational sites according to four types: Types One, Two, and Three Campuses; and Special Purpose Centers. She said that the typology was based on the number of full-time-equivalent students at the sites and the range of instructional activity offered. Dr. Ignash said that Special Purpose Centers provide clearly defined programs and services, reflecting a relatively permanent commitment to the site by the university for the foreseeable future. She said that eleven sites were being added in order to keep the Board's Inventory accurate.

Governor Morton thanked Dr. Ignash for her explanation and asked members if they had any questions or observations. He said that the Board should be gratified to know that the System is keeping an accurate inventory of its educational sites across Florida because it allows the Board to stay apprised of each site's enrollment and its associated activities. Chair Morton said that the Inventory is an example of the Board's building tools in order to make strategic decisions based on good data.

4. Strategic Plans Supplemental Information

University of West Florida

University of Central Florida

Florida Agricultural and Mechanical University

Florida State University

Chair Morton advised the Committee that the next item on its agenda, for information purposes only, was to review supplemental information provided by the University of West Florida (UWF), the University of Central Florida (UCF), Florida Agricultural and Mechanical University (FAMU), and Florida State University (FSU) indicating how metrics and projected outcomes in their Strategic Plans will further the Board of Governors 2025 Strategic Plan goals. He reminded the Committee that per Board Regulation 1.001(3)(c), the Strategic Plans were considered for approval at the Committee's August 2017 meeting, at which there was a consensus that the Plans lacked sufficient information as to how strategies and projected outcomes will further the Board's goals. Governor Morton said that the four universities were asked to return in order to provide this supplemental information.

Chair Morton explained that the universities used two templates developed by Board staff in order to provide further information. He said that the first template provided a simple cross-walk between the Board's system-wide goals for teaching, research and service in the areas of excellence, productivity, and strategic priorities; and the second template provided the actual numeric or percentage goals for those performance indicators found in the Board's Plan. He then recognized UWF President Saunders to provide a brief statement as to how and why UWF's Strategic Plan aligns with the Board's 2025 Strategic Plan.

President Saunders said that UWF's strategic directions closely align with those of the Board, and will allow UWF to contribute to the success of the State University System in the coming years. She said the Board's meeting materials contained several UWF documents demonstrating the alignment between UWF's 2017-22 Strategic Plan and the Board's Strategic Plan. Dr. Saunders said that UWF's Strategic Plan was built on the cornerstones of teaching, research, and service.

President Saunders drew the Committee's attention to another document entitled *Alignment of UWF 2017-22 Strategic Plan with the Florida Board of Governors 2025 System Strategic Plan*. She said that the document placed UWF 2020 and 2025 target goals alongside Board of Governors 2025 goals. As an example, Dr. Saunders indicated that, for the four-year graduation rate metric, UWF anticipates reaching 33% in 2020 and 50% in 2025, matching the Board's goal for those years. She said that UWF already has several systems and processes in place to help achieve these goals and is constantly strengthening and refining its approaches to improve in this area.

With regard to the metric for Bachelor's degrees without credit hours, President Saunders noted that the Board's Strategic Plan has a 2025 goal of 80%, and she indicated that UWF's Plan expects to exceed that goal by 2020. As another example, Dr. Saunders said that the Board's Strategic Plan has an academic progress rate goal of 90% by 2025 and that UWF plans to employ tactics to ensure meeting this goal by 2025. She indicated that the University has a team of staff and administrators meeting regularly to monitor key indicators, develop strategies, implement those strategies, and ensure that UWF continues to make progress toward meeting the Board's goals and performance metrics. In conclusion, President Saunders said that UWF was laser-focused on this task.

Governor Morton thanked President Saunders for her presentation and asked if Committee members had questions or observations. He began the discussion by saying that when Board members who run businesses look eight years into the future they typically set interim goals and develop tactics that will improve the prospects of achieving final goals. He noted that UWF's 2020 goals appeared to be somewhat interim goals that the Committee could measure to determine whether the University was headed in the right direction, and that it was an appropriate tactic to take. Chair Morton said that a few of the metrics between 2020 and 2025 almost appear to be stretch rather than realistic goals. He asked, as an example, whether UWF's improving a 2020 four-year graduation rate of 30% to 50% in 2025 is achievable. President Saunders said she thought that UWF could meet that goal.

Governor Morton asked if he missed in UWF's Strategic Plan a commitment to academic counseling. President Saunders responded by saying that, although academic counseling is not a specific metric, student support is a key initiative for the coming year and one of the strategies that UWF will employ to meet its strategic goals. Chair Morton noted that certain research sites indicate a significant correlation between academic counseling and four-year graduation rates as well as a reduction in mental health issues on college campuses. He said that improving academic counseling is an area at which the entire State University System should be looking.

Governor Huizenga expressed a concern about regularly measuring progress in order to know whether progress is being made. He said that his comments were addressed to

all four presidents who were to give presentations. President Saunders agreed and said that UWF's Board of Trustees analyzes data to ensure that progress is measured as the University creates its yearly Work Plan. There being no further observations or questions, Governor Morton called on President Hitt to present the University of Central Florida's supplemental information.

President Hitt turned the Committee's attention to documents that demonstrated alignment with all Board of Governors goals, and to another demonstrating the alignment of the University's preeminence goals. He then indicated that he would be happy to answer any questions. Chair Morton said that UCF's 2021 metrics would serve as a mid-term appraisal as to whether UCF is making the progress necessary to reach 2025 Board goals. President Hitt agreed and said that UCF monitors goals continually. Chair Morton thanked President Hitt for the University's provision of materials and then called on President Robinson to present FAMU's supplemental information.

President Robinson said the documents provided by the University demonstrate alignment with Board goals as well as where FAMU expects to be in five years. As examples, he said that FAMU expects to significantly increase successful performance on licensure examinations, its four- and six-year graduation rates, the percentage of bachelor's degrees awarded without excess credit hours, the number of bachelor's degrees awarded in Programs of Strategic Emphasis, and the engagement of students in meaningful research.

President Robinson indicated that intrusive academic advising was a key strategy for FAMU, because it had an impact on several performance indicators. He noted that FAMU has a goal of increasing the number of baccalaureate degree recipients who go on to employment or to further education. In conclusion, President Robinson noted that several companies come to the FAMU campus in order to conduct seminars that prepare FAMU students for the world of work.

Governor Link asked about the strategies that FAMU would employ to increase performance on licensure examinations. Dr. Robinson said he was pleased to note that licensure passage rates for pharmacy had increased from approximately 60% to 82%. He said that FAMU's provost has required each program with licensure examinations to develop an action plan that included increased monitoring, the use of dashboards to track progress on key performance indicators, and increased accountability for program leadership. He said that the University has launched searches for permanent deans who will be made aware of performance expectations. Dr. Robinson said that it was necessary for faculty associated with programs requiring licensure to ensure proper alignment with the most recent accreditation standards and to employ best practices in the classroom. In addition, he said that it was critically important to review entrance

requirements such as grade point averages and previous coursework that would assist in predicting the likelihood of success.

Governor Morton asked if the supplemental information contained interim metrics that would assist the Board in understanding whether the University was on-track toward meeting its 2025 goals. President Robinson said that 2022 was a key year for making that determination and that the yearly goals found in the University's Work Plan served as progress indicators on a yearly basis. Chair Morton said he trusted that the Board's staff would work with FAMU to keep the Board apprised of FAMU's progress. Dr. Robinson agreed. Governor Morton thanked President Robinson for the provision of FAMU's supplemental information and then called on President Thrasher to present FSU's supplemental information.

President Thrasher began by noting that the State University System was becoming one of the best systems in the United States. He said that FSU students graduate successfully and then launch into excellent jobs. Mr. Thrasher said that in developing the University's Strategic Plan consideration was given to the Board's 2025 Strategic Plan and to mapping FSU's plan with the Board's goals in order to ensure alignment. He said that FSU will build on its strengths and enhance its plan for top 25 status and the continuance of Preeminent University status. With respect to measuring progress, President Thrasher said that he has assigned each of FSU's vice presidents responsibility for parts of the University's Strategic Plan and that they will be reporting to him on a weekly basis. In addition, he said that FSU's Board of Trustees is requiring a progress report at each of its meetings. Governor Morton said that he appreciated FSU's inclusion of interim metrics as well as the information regarding assignment of reporting responsibilities.

President Thrasher noted that FSU's graduation and retention rates remain among the best in the United States and that graduation gaps between diversity groups have been virtually eliminated. He said that the Bill and Melinda Gates Foundation identified FSU as one of three universities in the United States to be chosen to report on student success strategies. In conclusion, Mr. Thrasher said that FSU enjoyed a 30% increase in online FTE enrollment from the previous academic year.

Chair Morton thanked all four presidents for the supplemental information. He said the Committee should be grateful for each university's thoughtfulness in ensuring alignment between their strategic plans and the Board's 2025 Strategic Plan. Governor Morton said that this would collectively achieve two critical outcomes, the first being to understand whether the System is on-track to achieve its 2025 goals, and the second being to understand what each university can contribute toward meeting those goals.

5. Florida Gulf Coast University Legislative Budget Request

Chair Morton advised the Committee that its last item was to consider for approval a Florida Gulf Coast University (FGCU) Legislative Budget Request (LBR). He said that if the request was approved by the Committee it would be forwarded to the Budget and Finance Committee for consideration to approve. He then called on FGCU President Martin to present the University's LBR.

President Martin said the request emanated from two events, the first being the presentation of a larger request approved by the FGCU Board of Trustees, and the second being communication between the University and the Board of Governors with respect to political realities. He said that, historically, FGCU found itself caught in the peculiar circumstance of its growth occurring at a time when there was no state funding for growth. He said that as a result the University ended up disadvantaged relative to funding per student FTE as compared to its sister institutions. President Martin said that, rather than focusing on that issue, the University contemplated what it could achieve if additional funds were received. He said the University Board of Trustees considered a series of Legislative Budget Requests over the next several years that would bring parity for FGCU and assist in meeting its performance outcomes. Dr. Martin said he believed the LBR was consistent with the Board of Governors overall goals with respect to teaching, research, and service.

President Martin said the request totaled approximately \$13.7 million dollars that would support five different initiatives: improving student success, with a specific emphasis on improving four-year graduation rates; expanding academic programs unique to FGCU's service area; attracting students who meet higher enrollment requirements by, among other strategies, creating an honors college; increasing community outreach and engagement activities; and stimulating additional research, particularly in areas that are uniquely relevant to FGCU's service area. President Martin said that FGCU's potential is enormous. He said that the University has begun an intensive examination as to how it does business in order to gain specific efficiencies that he expects will immediately result in a \$500,000 savings.

Governor Link asked President Martin to expand on what sets FGCU apart from other SUS institutions, all of which would appreciate receiving additional funding. President Martin said that, at twenty years of age, FGCU was just beginning to launch itself in ways that older SUS institutions have already done. He also noted that FGCU had grown quickly over those years, would eventually grow to approximately 20,000 students, and that this would take more resources. In addition, he said that funding was needed to employ strategies that will make students want to come to and stay at FGCU. Finally, he said that resources were needed to create and expand academic and research programs that would bring national recognition to the University.

Governor Kuntz asked about FGCU's enrollment growth and its associated funding. Dr. Martin said that much of FGCU's growth occurred at the beginning of the Great Recession, at which point enrollment growth was not being funded. He said that if FGCU was at the SUS average funding per student, the University would have an additional \$32 million dollars. Governor Kitson said that if the additional funding was received, results would be expected. President Martin pointed to a number of programs, including nursing, engineering, and hospitality management that were already recognized as particularly strong and that could be expanded with additional funding.

Governor Kuntz complimented FGCU on its plan. He noted that FGCU was a young institution and that its strategies and goals were appropriate. He said that what concerned him was the extent to which a particularly SUS institution was being singled out as "this year's university" to especially support. He said, for example, that Florida International University and the University of North Florida have their own unique disadvantages. He noted that last year New College was "this year's university." He cautioned the Board that its role was not to pick favorites. Governor Lautenbach said he didn't think that FGCU could improve on several performance indicators without additional funding.

Governor Tripp said that the SUS playing field is not level and he appreciated FGCU's defense of the request so that it could compete with other universities. He then asked whether FGCU's enrollments would decline as admission requirements increased. President Martin said he believed that enrollments would actually increase as admission requirements increased. Governor Morton agreed with Governor Tripp that the playing field was not level.

Governor Huizenga said he believed that President Martin had inherited the deeds of FGCU's prior administration. He said that he was not supportive of the notion that additional funds are required in order to meet challenges. He said, further, that he was unclear as to the supplemental information's last page that indicated a \$32 million dollar Legislative Budget Request. Dr. Martin said that the \$32 million dollar LBR was approved by FGCU's Board of Trustees but that he was bringing a smaller request to the Board of Governors. He emphasized that the LBR was less about investing in the University and more about investing in the region. Governor Levine said he had confidence in President Martin and in FGCU. In observing the history of the Board of Governors, he said that its low point was when it was parochial relative to particular institutions. He said he favored an approach whereby each university's articulation of needs could be compared one to another at the same time in order to determine where dollars can be best invested. Governor Levine said he believed such a process would be well-received by legislators and that it would shield the Board from perceptions of parochialism. Governor Link agreed.

Governor Morton entertained a motion to recommend the Florida Gulf Coast University Legislative Budget Request to the Budget and Finance Committee. A motion was made by Governor Lautenbach, seconded by Governor Frost, and the motion passed seven to two with Governors Morton, Jordan, Cerio, Frost, Lautenbach, Tyson, and Zachariah voting in favor and Governors Levine and Link voting not in favor.

6. Concluding Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 5:12 p.m.

Edward Morton, Chair

R.E. LeMon, Ph.D., Associate Vice Chancellor