

INDEX OF MINUTES
 STATE UNIVERSITY SYSTEM OF FLORIDA
 BOARD OF GOVERNORS
 ROOM 208
 TURNBULL CONFERENCE CENTER
 FLORIDA STATE UNIVERSITY
 TALLAHASSEE, FLORIDA
 JANUARY 25, 2018

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

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1. Call to Order and Pledge of Allegiance

Chair Ned C. Lautenbach convened the meeting at 10:50 a.m., on January 25, 2018, with the following members present: Vice Chair Sydney Kitson; Timothy M. Cerio; Thomas G. Kuntz; Alan Levine; Wendy Link; Edward Morton; Jay S. Patel; Kishane Patel; Norman Tripp; Dr. Gary Tyson; Dr. Fernando Valverde; and Dr. Zach Zachariah. Patricia Frost participated by phone. Members stood for the Pledge of Allegiance.

2. Chair's Report to the Board of Governors and Remarks on the State of the System

Chair Lautenbach thanked President John Thrasher and Chair Ed Burr for hosting the meeting. President Thrasher welcomed everyone to Florida State University and played a video of the university's highlights over the last year. He said they are proud to have jumped ten spaces in the U.S. News and World Report rankings and congratulated the University of Florida for being in the top 10 public university rankings.

Chair Lautenbach then delivered the State of the System address. A copy of the address is attached to the minutes.

3. Visit from the Honorable Joe Negron, President of the Florida Senate and the Honorable Richard Corcoran, Speaker of the Florida House of Representatives

Chair Lautenbach welcomed the Honorable Joe Negron, President of the Senate, and the Honorable Richard Corcoran, Speaker of the House of Representatives and thanked them for their support and leadership. President Negron expressed his appreciation to Chair Lautenbach and outgoing chair, Thomas G. Kuntz, for their supportive collaboration and entrepreneurial spirit. He explained his goal is to make Florida universities into destination universities like the University of North Carolina at Chapel Hill and the University of Michigan and commented on the enormous progress made the last few years toward that goal. He pointed to the significant increase in employers on university campuses actively recruiting students and the increase in the number of internships.

He congratulated universities on embracing a four-year graduation rate and actively working with their students to help them graduate in four years. He stated they have increased need-based financial aid by over 80% because financial insecurity is a barrier to students graduating on time. He also pointed to the significant increase in National Merit Scholars. Florida now ranks third in the number of National Merit Scholars and if Senate Bill 4 passes, universities will be able to recruit additional National Merit Scholars from out-of-state.

President Negron next spoke about block tuition and the importance of closing the financial gap between a student's ability to take 15 credit hours when they can only afford to take 12 credit hours. He learned from talking with students on university campuses that many would take 15 credit hours but cannot do so because of the additional cost. He thanked universities for developing proposals to close that financial gap through tuition assistance.

President Negron thanked Speaker Corcoran for his support in increasing funding in areas that will make the universities stronger and for helping to take the System to the next level. He also thanked Governor Scott for focusing on the amount it costs to delay finishing in four years and for focusing on the importance of students getting jobs.

In closing, President Negron pointed to the increasing number of university students being admitted to prestigious law, medical and graduate schools due to the strong academic reputation of their undergraduate education. He thanked members for working with him but emphasized the work is not yet done.

Speaker Corcoran said it was an honor to be here and thanked President Negron for his vision and perseverance on promoting higher education initiatives, stating there has been no better friend to higher education than Senator Negron. He turned next to performance funding, acknowledging that performance funding is working and the results are astounding. He indicated the House would like to work with the Board on extending performance funding to the other 90% of the university budgets since it is working so well for the current 10% of the budget.

He expressed support for the World Class Faculty and Scholars program, noting that research follows faculty. He recognizes faculty produce patents and incubators, which spawn businesses that diversify Florida's economy. He supports \$100 million in performance funding as well as funding the World Class Faculty and Scholars program. He views both programs as mechanisms to help diversify Florida's economy.

Speaker Corcoran explained it is his personal belief that all of the world is moved by a philosophy. And that the point of education is to create critical thinkers who can synthesize large volumes of information and use that information to make good

decisions. He observed those are the graduates who will always find a job. He referenced a survey of over 1500 chief executive officers who identified creativity as the number one attribute they are looking for in a new graduate. He urged members to consider the importance of a liberal arts degree as it goes about its work.

Finally, he thanked former Governors Dean Colson and Mori Hosseini and Governor Kuntz and Chair Lautenbach for their contributions. He applauded the work of the entire Board since 2013, stating it has the full faith and confidence of the Florida House of Representatives.

Chair Lautenbach thanked President Negron and Speaker Corcoran for their remarks.

4. Recognition of Outgoing Chair Thomas G. Kuntz and Governor Richard "Dick" Beard

Chair Lautenbach acknowledged the tremendous strides made by the State University System and the Board over the last two years. He said Tom Kuntz challenged the Board and the boards of trustees to step up for the betterment of the students and he presented an overview of Mr. Kuntz' top priorities when he became chair in January 2016. These priorities included: (1) aligning degrees to match high-skilled workforce needs; (2) elevating the research profile of the system; and (3) increasing access to higher education and keeping it affordable for students. As a result of his leadership, there has been an increase in the number of degrees being produced in areas of strategic emphasis for the state; the development of a dashboard for measuring research productivity; and new strategies to make it easier than ever before for students to obtain a postsecondary degree. He also acknowledged Mr. Kuntz as the architect of performance-based funding, which has had the most impact of any initiative on improving student outcomes. He presented a commemorative gavel to Mr. Kuntz honoring his term of service as chair and then asked Ms. Shirley to read the Board's resolution into the record.

Following the reading of the resolution, Chair Lautenbach called President Hitt to the podium to announce that the University of Central Florida will bestow an Honorary Doctorate on Mr. Kuntz at its Spring commencement. Mr. Kuntz was then presented with a hood to mark that achievement. Mr. Kuntz stated it is an immense honor to receive an Honorary Doctorate and is looking forward to that. He remarked on the incredible progress that has been made, but said all of the credit rests with the Board members. In his view, the Board has become the most important appointed board in the State of Florida, and credited former chairs Dean Colson and Mori Hosseini with changing how the Board is viewed by others. He also reminded members there is still much to be done and with Chair Lautenbach and Vice Chair Kitson at the helm, he is confident the accomplishments over the next two years will dwarf those of the past. In

closing, he said whatever accomplishments he made over the course of his professional life, he is more proud of the accomplishments of this Board.

Chair Lautenbach next recognized the achievements of former Governor Richard "Dick" Beard, who was unable to attend the meeting. He asked Ms. Shirley to read the resolution in to the record.

Following the reading of the resolution, Mr. Tripp moved to adopt resolutions honoring Thomas G. Kuntz and Richard "Dick" Beard. Ms. Link seconded the motion, and the members concurred unanimously.

5. Minutes of Board of Governors Meeting

A. Board of Governors Meeting held November 9, 2017

Mr. Kitson moved approval of the Minutes of the meeting held November 9, 2017, as presented. Mr. Cerio seconded the motion, and the members concurred unanimously.

6. Chancellor's Report

Chancellor Criser walked members through some highlights from the House and Senate budgets, which (depending upon the chamber) includes \$20 million for preeminence; \$14.3 million for plant, operations and maintenance; \$100 million for performance-based funding; \$23.8 million for grants for programs of excellence; \$22.5 million for regional universities; \$20 million for World Class Scholars, and \$3.6 million for New College of Florida.

He next provided an overview of significant policy issues moving through the Legislature in the form of Senate Bill 4 and House Bill 423. Both bills show significant legislative support for enhancing student success, academic rigor, accountability and transparency. Proposals include expanding Bright Futures scholarships, the First Generation matching program, Benacquisto National Merit scholarships, and a new scholarship fund for Florida farmworkers. He reported there is continued support for preeminence and performance funding, although both bills propose changes to the current performance-based funding plan, some of which have been the subject of Board discussions.

Chancellor Criser indicated discussions on block tuition would continue with the Legislature and he took note of President Negrón's earlier comments on this topic. He explained there is additional language in the bills around the accountability and transparency of direct support organizations, which is an area the universities have made significant progress in, particularly with enhanced oversight by boards of trustees.

He stated there is a new proposal to require the University of South Florida to develop a plan to phase out the separate accreditation of its branch campuses by July 1, 2020. He mentioned President Genshaft sent a letter to Board members and the USF community that addressed the issue favorably and with assurance that USF could complete this process in a manner that ensures the best outcomes for its students, administration and community.

Mr. Kitson said he feels the unification of the USF System is an important topic that deserves some discussion by Board members. He observed President Genshaft has indicated unification will be good for the students and the USF system and he wanted to know if there was Board support. Ms. Link stated she agrees with the concept which makes sense from the standpoint of performance-based funding. Mr. Tripp noted the campuses were split as a result of the political process, but agreed it is important to bring everyone back together again. Mr. Levine commented that if the USF Board of Trustees has evaluated consolidation then he is comfortable deferring to their opinion, but he also cautioned members to be sensitive to the concerns of the St. Petersburg and Sarasota-Manatee communities because both communities have a lot of pride in their local institutions. Mr. Kuntz observed that the Board has not paid as much attention to the two branch campuses and if the legislation doesn't pass, the Board should spend more time understanding the performance of the two campuses. Governor Kitson then made a motion to support the accreditation consolidation of the University of South Florida System in Tampa, St. Petersburg, and Sarasota-Manatee. Mr. Morton seconded the motion and the members concurred unanimously.

7. Think Florida

Chair Lautenbach introduced Dr. Susan Fiorito, the Founding Director of the Jim Moran School of Entrepreneurship at Florida State University, and Mr. Ricardo Schneider, the President of Danfoss Turbocor Compressors, Inc. He then turned to President Thrasher for opening remarks. President Thrasher said there are many ways industry can work with academic institutions and the panel will talk about the progression of building a dynamic business climate from education to workforce. He proudly noted the Jim Moran School of Entrepreneurship was started with the largest donation the university has ever received and is the first stand-alone entrepreneurship school at a public university. He then turned the presentation over to Dr. Fiorito.

In addition to being the first stand-alone school, Dr. Fiorito emphasized the fact the school is interdisciplinary. They have faculty members in every college on campus and offer a pipeline starting with a summer camp for high school students, to a freshman living-learning community, and then junior and senior majors. The school has three majors: commercial, social and retail entrepreneurship, and started with 600 students this past fall. The school also offers a minor in STEM Entrepreneurship with a robotics

class and a course at the National High Magnetic Field Lab. She explained they offer micro-grants to students from all over campus as well as incubator space. They also require every student to complete an internship. Recently, the Tallahassee Chamber of Commerce offered free membership in the chamber to their students. Chair Lautenbach asked about student demand for the program. She said the program is in high demand, but that for the next three years it is a limited access program.

President Thrasher next introduced Mr. Ricardo Schneider. Mr. Schneider described Danfoss Turbocor as a large company focused on technology to deal with issues related to energy productivity and climate change across the globe. Formed in 2006 in Canada as a start-up company, he said the company soon looked to relocate near a technology center vital to its business, especially magnetic technology. Mr. Schneider said they relocated to Tallahassee to take advantage of the opportunity to work with FSU, FAMU and Tallahassee Community College in developing its workforce. The company is growing at 20-25% per year and 24% of their workforce comes as a result of senior design programs with the FAMU-FSU College of Engineering. The senior design programs challenge teams of students to resolve real-world problems related to their business. His company also created internships where students work on dedicated projects designed to find solutions to specific problems. He said another key aspect of this relationship is research and stressed that innovation and creativity cannot occur without multidisciplinary approaches, which is best achieved through industry partnerships with academia. In his experience, the research capabilities offered by American universities is unbeatable and it's important to bring the boundaries down if we are going to address the enormous challenges facing the world today.

Governor Link inquired further about his company's relationship with the FAMU-FSU College of Engineering. Mr. Schneider said the whole manufacturing industry is in a transformational stage where more engineers with multidisciplinary skills are needed, especially in the field of mega-data management. Working with the College of Engineering, they are developing future engineers with the skills the manufacturing industry is moving toward. Mr. Morton asked from the perspective of an employer, what can the State University System do better. Mr. Schneider replied it is sometimes hard to find out how to collaborate. He recommended each university look at its community and work to break down silos. He said from the outside, it's hard to see what skills and competencies are available inside a university. He urged universities to make it transparent to the private sector.

Mr. Kitson asked Dr. Fiorito how they introduce the private perspective to their students. She responded there are several ways, one of which is the Chamber of Commerce membership; another is "mentor night" where they will invite business leaders from the medical, insurance and other fields to talk to students in a relaxed setting about what they do. They will also have students shadowing businesses and they require students to complete internships. President Thrasher asked both panelists

to talk about the skills that employers are looking for. Mr. Schneider said his business is looking for people who can think innovatively to increase the rate of innovation. They also are looking for people with multidisciplinary skills who can think outside of the box and create things. Dr. Fiorito stressed good communication skills and the ability to learn from their mistakes so students understand it is okay to fail and how to navigate road blocks.

8. Public Comment

Chair Lautenbach asked Ms. Shirley if there were any requests for public comment for items on the Board's agenda. Ms. Shirley stated no requests for public comment had been received.

9. Consideration of Amendments to Board of Governors Operating Procedures

Chair Lautenbach asked Ms. Shirley to explain the amendments to the Board's Operating Procedures. She stated the Operating Procedures are being amended to reflect the addition of a new standing committee on Academic and Research Excellence and to establish the Select Committee on 2+2 Articulation as a new standing committee.

Mr. Morton moved to approve the amendments to the Board of Governors Operating Procedures as presented. Mr. Kitson seconded the motion, and the members concurred unanimously.

10. Confirmation of Appointment of the President for Florida Agricultural & Mechanical University

Chair Lautenbach introduced the next item and called on Mr. Kelvin Lawson, the Chair of the Florida Agricultural and Mechanical University Board of Trustees, to present Dr. Larry Robinson for confirmation as the next President of the university.

Chair Lawson explained in September 2016, the Florida A&M University Board of Trustees created a Presidential Review and Leadership Committee for the purpose of determining the structure for selecting the university's next president. They pulled together high-caliber individuals to facilitate the process to create a leadership profile. This committee held faculty, staff and alumni forums in April and May 2017 to receive input from stakeholders. They also engaged a leading human resources firm to assist with the process. In September 2017, they worked with the Board of Governors to receive a waiver of the requirement to conduct a presidential search. At the conclusion of all of this work, the Florida A&M University Board of Trustees determined their current Interim President, Dr. Larry Robinson, matched up extremely well with the leadership profile that exemplified the effective qualities of a university president. On November 30, 2017, the Florida A&M University Board of Trustees unanimously

selected Dr. Larry Robinson to serve as the 12th president. Chair Lawson then briefly reviewed the major provisions in the proposed employment agreement and requested the Board confirm Dr. Robinson as the 12th president of Florida A&M University.

Chair Lautenbach called on Dr. Robinson for his comments. Dr. Robinson thanked his board for their vote of confidence and thanked the Board of Governors for their support of the university over the years. He stated if confirmed, he will build on the positive relationship that has existed through his tenure as Interim President of the university and continue his commitment to make the university a productive member of an outstanding university system. Dr. Robinson stated he will work hard to make the university an institution of first choice for students across the country.

As president, he will focus on increasing graduation rates, improving licensure passage rates, enhancing the overall student experience, and preparing students for the world of work so when they leave the university, they will possess the skills they need to succeed. He is also working to increase access routes to the university as evidenced by the seven agreements they have entered into with colleges; he wants to improve housing facilities for students and enhance overall accountability by recruiting the best leadership team possible. As Interim President, he has had the opportunity to witness the strengths, challenges and opportunities of the university and as president, he will have the unique perspective on how to exploit those opportunities and address the challenges.

Dr. Robinson emphasized his primary focus is on student success. He emphasized that all of their efforts are designed to fulfill the university's mission and long-term vision of becoming a premier land grant doctoral research institution that produces globally competitive graduates. As the 12th president, he will continue to ignite excitement and unlock the potential for change. He noted the university recently celebrated 130 years of excellence and caring, but believes the best years are still to come.

Dr. Tyson moved to confirm the appointment of Dr. Larry Robinson as President of Florida A&M University and Ms. Link seconded the motion. The members then concurred unanimously in the vote to confirm Dr. Robinson's reappointment.

11. Strategic Planning Committee Report

Chair Kuntz called on Mr. Morton for the Strategic Planning Committee report. Mr. Morton reported the committee took up four items, two for information and two for action. The informational items included a presentation on the latest Baccalaureate Follow-up Study that looked at employment and educational outcomes five and ten years after graduation as compared to year one outcomes; and a presentation by Dr. Jan Ignash, Vice Chancellor of Academic and Student Affairs, regarding the merger of the Annual Accountability Report and the university work plans into one planning

document in order to enhance long-range planning. The action items included consideration of the University of Florida and Florida Gulf Coast University Strategic Plans.

A. University of Florida Strategic Plan

Mr. Morton moved approval of the University of Florida Strategic Plan. Mr. Kuntz seconded the motion, and the members concurred unanimously.

B. Florida Gulf Coast University Strategic Plan

Mr. Morton moved approval of the Florida Gulf Coast University Strategic Plan. Dr. Tyson seconded the motion, and the members concurred unanimously.

12. Academic and Student Affairs Committee Report

Chair Lautenbach recognized Mr. Tripp to report on the Academic and Student Affairs Committee. Mr. Tripp reported the committee heard a presentation by Dr. Corey King, the Chair of the Council for Student Affairs, regarding counselor and advisor staffing levels. The committee also received an update from President Thrasher on the status of the suspension of all fraternity and sorority activities and the alcohol ban on campus. Finally, Dr. King and Mr. Kishane Patel reported on the highlights of a "Health and Wellness Campus Community Summit" held at Florida State University on January 23, 2018.

A. Public Notice of Intent to Create Board of Governors Regulation 8.006
Civic Literacy

Mr. Tripp moved approval of public notice of intent to create Board of Governors Regulation 8.006 Civic Literacy. Ms. Link seconded the motion, and the members concurred unanimously.

13. Innovation and Online Committee Report

Chair Lautenbach recognized Mr. Morton for the Innovation and Online Committee report. Mr. Morton reported the committee heard a presentation from the Director of UF Online, Ms. Evie Cummings, on the 2016-17 UF Online Annual Report and also approved recommendations resulting from reports on the work of the Task Force on STEM Labs for Online Education and the work of the Infrastructure Workgroup on the Technology Scorecard.

A. Task Force on STEM Labs for Online Education

Mr. Morton made a motion for the Task Force to continue its work, specifically to have a conference for faculty who teach online and to launch a system-wide pilot for chemistry labs. Mr. Tripp seconded the motion, and the members concurred unanimously.

B. Technology Scorecard

The report on the Technology Scorecard resulted in two recommendations. First, Mr. Morton made a motion for the Infrastructure Workgroup to administer the Technology Scorecard annually and provide guidance to institutions that may score “Insufficient” in any category. Mr. Tripp seconded the motion, and the members concurred unanimously. Second, Mr. Morton moved to require each university, as part of the Technology Scorecard evaluation, to assure that access to the data collected complies with laws that protect the privacy of such data. Mr. Tripp seconded the motion and the members concurred unanimously.

14. Audit and Compliance Committee Report

Chair Lautenbach called on Ms. Link for the Audit and Compliance Committee report. Ms. Link reported the committee entertained one action item and heard three informational reports. Mr. Maleszewski provided information about university risk management practices and the benefit of using enterprise risk management techniques; an update on the status of corrective actions taken by Florida Gulf Coast University in response to the March 2017 investigative report; and a status report on each university’s progress toward implementing an effective compliance and ethics program by November 2018.

A. Charter Revisions

Ms. Link stated the committee also took up amendments to the Board of Governors Audit and Compliance Committee Charter and the Office of Inspector General and Director of Compliance Charter. Ms. Link moved approval of the revisions to the charters. Ms. Frost seconded the motion, and the members concurred unanimously.

15. Nomination and Governance Committee Report

Chair Lautenbach stated the committee recommended the following persons to fill trustee vacancies at the following universities for terms that run from January 25, 2018 to January 6, 2023.

A. Appointment of University Trustees

Chair Lautenbach moved approval of the appointment of Daniel O’Keefe to the University of Florida Board of Trustees; and Oscar Horton to the University of South Florida Board of Trustees, subject to confirmation by the Florida Senate and attending an orientation session and annual Trustee Summits. Mr. Tripp seconded the motion, and the members concurred unanimously.

16. Presidential Search Report

A. University of North Florida

Chair Lautenbach recognized Ms. Link for a report on the presidential search at the University of North Florida. Ms. Link stated the Search Committee has been very active and is receiving monthly updates from the search consultant, Parker Executive Search. Currently, there are 28 applicants but they expect more persons to apply closer to the end of the application period.

The Search Committee will meet on February 1, 2018, to screen the applicants and select eight to ten candidates for interviews on February 6 and 7. On February 7, the Search Committee will select three to four candidates for final interviews with the University of North Florida Board of Trustees to be conducted on February 11-15. On February 16, the board of trustees will select the next president to be presented to the Board of Governors for confirmation at the March meeting. Chair Lautenbach asked Mr. Kevin Hyde, the Chair of the University of North Florida Board of Trustees, if he would like to add anything. Mr. Hyde stated there is strong community leadership and engagement by the trustees on the committee and they are expecting an additional twelve to fifteen applicants.

B. University of Central Florida

Chair Lautenbach recognized Mr. Kitson for a report on the presidential search at the University of Central Florida. Mr. Kitson said the University of Central Florida Board of Trustees created a very inclusive search committee on November 3, 2017 and the committee selected Parker Executive Search as the search consultant from a pool of six applicants. In addition to the work of the search consultant, the university has promoted the position in the Chronicle of Higher Education, Inside Higher Education, Diverse Issues in Higher Education, Hispanic Outlook in Higher Education, Florida Trend and many other publications. Mr. Kitson reported the university had also undertaken a third party compensation study.

The Search Committee most recently met on January 10, 2018 where Parker reported there is strong interest from around the country. He expects the search to conclude this spring but the goal is to select the best president for the future of UCF. The university has hosted four listening sessions on campus to solicit feedback about the search in

addition to offering an online survey that generated over 1400 responses. All of the information is posted to the website created for the search.

The next meeting of the Search Committee is February 5. Once the field of applicants is established, the Search Committee will narrow the field to eight to ten semi-finalists who will be interviewed by the committee. The Search Committee will then recommend three to four finalists for the University of Central Florida Board of Trustees to consider. The interviews for the finalists will be live-streamed from the presidential search website after which the board of trustees will make its final selection. The candidate will then be presented to the Board of Governors for confirmation. Chair Lautenbach asked Mr. Marcos Marchena, the Chair of the University of Central Florida Board of Trustees, if he wanted to comment. Mr. Marchena noted whoever succeeds President Hitt will be “standing on the shoulders of a giant” but indicated he is thrilled with the process so far and has great expectations for an outstanding outcome.

17. Concluding Remarks and Adjournment

Chair Lautenbach said the next meeting will be held on March 28-29, 2018, at the University of North Florida and if necessary, a telephone conference of the Board will be held on February 22, 2018.

Having no further business, the meeting was adjourned at 12:52 p.m. on January 25, 2018.

Ned C. Lautenbach, Chair

Vikki Shirley,
Corporate Secretary

Board of Governors, State University System
State of the System Address
Chair Ned Lautenbach
January 25, 2018

I'd like to thank my fellow Board members for the opportunity to lead the Board and continue with the good work to make this the best system of higher education in the country. I'm humbled by your confidence in me and pledge to work hard to ensure that confidence is well-placed.

I'd also like to express my gratitude and appreciation to our outgoing chair, Governor Tom Kuntz, for his leadership, support, and the advances we've made over the last two years. These advances are due, in large part, to the course he set to make Florida a preeminent destination for students looking for a high-quality education. It's been a privilege to serve with Tom and he exemplifies the type of leader we should all aspire to be. So, please join me in recognizing Governor Kuntz for his tireless dedication to the success of our students over the past two years. We'll have more to say when we recognize Tom's achievements shortly.

As incoming chair, I want to build on that strong foundation. Our overarching goal is student success. Everything we do should lead to student success. Let me describe some of the priorities we need to tackle as a System to enhance student outcomes.

Affordability

A top priority is to keep our universities affordable for students and their families. According to the College Board, Florida ranks 49th in the country for the 2017-2018 resident undergraduate tuition rate for public colleges and universities. Thanks to Governor Scott and the Florida Legislature, we're keeping tuition low and have not seen a tuition increase since 2013. But there are other components that factor into the cost equation. Textbooks and time to degree are cost drivers because the longer a student stays in school, the more it's going to cost. Each year, the trustees are looking at ways to reduce the costs of textbooks. That needs to be a continuing focus in our Academic and Student Affairs Committee led by Governor Norman Tripp.

Recently, the Board revised Metric 3 in the performance-based funding model to focus on the net tuition and fee cost to the student. This metric incentivizes universities to –

- keep fees low
- reduce the cost of textbooks,
- ensure students only take the courses they need to complete a baccalaureate degree,

- increase the level of institutional financial aid to reduce the cost to the student, and
- counsel students to graduate in four years.

During the next two years, I want the Budget and Finance and Academic and Student Affairs Committees to keep affordability at the top of their agendas so we can build on the excellent foundation that's already been laid. Vice Chair Syd Kitson will chair the Budget and Finance Committee.

Graduation Rates

Hand-in-hand with affordability is improving our four-year first-time-in-college (FTIC) graduation rate. The Board's *2025 Strategic Plan* calls for a 50% four-year FTIC graduation rate and a 70% six-year graduation rate. At 66.4%, the universities are doing a good job graduating students in six years and we're on track to meet the 70% goal. At 45%, we're also on track to meet the 50% goal for four-year graduation rates. While these are the goals in our *Strategic Plan*, I think we can do better. Also, there's much variability among our universities, with 67% of FTIC students graduating at our leading university as compared to only 18% graduating within four years at the lowest one.

For universities with graduation rates under 50%, we need to develop targeted initiatives to help students graduate in four years. I'd like to see those universities with four-year graduation rates that exceed 50% share their best practices system-wide to help those universities with lower graduation rates improve. Also, if it takes more academic counselors, tutors, or better student tracking systems to help students graduate in four years, the university boards of trustees should prioritize those initiatives in their annual work plans. I'd like to charge the Strategic Planning Committee to work with university leadership on ways we can improve the four-year graduation rate. We'll also have a workshop this year to focus on graduation rates.

Academic and Research Excellence

Two years ago, Governor Kuntz laid the groundwork for raising the research stature of the System. We formed a Task Force on Research and met with the university Vice Presidents for Research to discuss how to amplify research activity at our universities. We learned research follows faculty and to increase the level of research activity, we had to attract talented faculty. We also learned attracting the best and brightest faculty requires state-of-the-art research space. Implementing both of these tactics requires an infusion of capital. So we approved a legislative budget request that gained traction with our state's leadership. Last year, the Legislature appropriated and Governor Scott approved over \$214 million for additional faculty and STEM-related facilities. We're grateful for their support to enhance our research profile and create a world-class system of higher education in Florida.

Because it's critical to build on that foundation, I'm forming a new committee to focus on Academic and Research Excellence and have asked Governor Levine to serve as chair and Governor Tripp to serve as vice chair. This new committee will subsume the work of the Task Force and take on the broader charge of developing system-level initiatives to enhance the national prominence of all twelve universities -

- through the promotion of academic programs of distinction,
- by increasing university research and research opportunities for students and faculty, and
- through the development of world class faculty and scholars.

In addition, the committee will support the System's efforts to translate research into economic development and strengthen the return on investment.

We'll be looking to the experts, the university Provosts and Vice Presidents for Research, as well as the Chancellor and Dr. Ignash, to assist the committee with its work. We're also focusing on academic excellence at every university. We want each university to have an academic program they excel at - programs that are recognized on a national or regional basis for their excellence. For example, Florida State University's School of Dance is ranked 2d in the nation. USF has been designated as a National Center of Academic Excellence in Information Assurance and Cybersecurity. Florida Gulf Coast has a top-notch PGA Golf Management Program. And FAU recently announced a new Honors Program in partnership with Max Planck that will provide one-of-a-kind study and research opportunities for students.

These are the types of programs of distinction that should be developed at each university so Florida becomes the destination state for students seeking a truly world-class educational experience. And I'm confident that this committee, working collaboratively with the universities, can help us get there.

2+2 Articulation

It's also vital to student access that we continue the work of the Select Committee on 2+2. The committee developed a work plan that encourages universities to improve and expand existing local 2+2 enhancement programs and identify key components of effective programs. UCF and USF have developed strong partnerships with local colleges and we need a network of those same types of programs across the state. This will ensure students have ample access and opportunity to pursue a postsecondary degree.

Special Task Force: Drugs, Alcohol and Mental Health

Drugs and alcohol abuse are major problems across the country and in Florida. I'm creating a Special Task Force to focus on mental health and the ongoing challenges of drugs and alcohol on our campuses. I've asked Dr. Valverde to lead this effort,

working in conjunction with all 12 universities, to ensure that we're doing all we can to address these issues. As President Thrasher said recently, it's time to create a "new normal" code of responsible behavior on our campuses. It's also time to step up so students receive the assistance they need to deal with mental health issues. These challenges aren't Florida specific, but are occurring on campuses nationwide. But we can, and should be, addressing these challenges head on so that Florida serves as a model for other states!

I would like the Special Task Force to engage with the chairs and/or vice chairs of the boards of trustees since this is first and foremost a local challenge they are dealing with on their campuses. As a System, we have a lot of resources that could be brought to bear on this and we need to marshal those resources to achieve a positive and lasting result. This approach should be similar to what we did with the presidential search and selection process and the delegation task force where we worked as a team to develop guidelines that the entire System can use. In addition, the Governor is creating a special focus around the opioid crisis and we'll want to tap into this effort.

Working with Businesses and Business Leaders

We also need to continue to work with businesses and business leaders to develop internships, partnerships and cooperative programs. These activities will help our students find jobs and enter the workforce with the skills they need to be successful. We've been working with businesses and business leaders through our Think Florida initiative and the Board's Workforce Education and Economic Development staff, and with university career centers. We need to reinforce these efforts by working with the Florida Chamber to create a public dashboard that will educate students, parents, employers and policymakers on the jobs of tomorrow and the best pathway to get there. When Mark Wilson, the President of the Chamber, spoke to the Board last March, this was an exercise he flagged as essential to Florida's efforts to "back plan" now to meet the job needs of 2030. Every university needs to develop partnerships with businesses. Not only does it help students find jobs, but it also ensures our universities are responsive to employer needs in Florida.

Continuing to be a Leader in Online Education

The State University System must continue to be a leader in online education. Through the efforts of the Innovation and Online Committee, Florida has positioned itself at the forefront of expanding access to quality postsecondary courses through an online platform. We're the first system to develop a strategic plan for online education, and implementation of the strategies and tactics in the plan is in full swing. Many of these initiatives support the work of other committees: increasing the availability of open educational resources and e-textbooks will make education more affordable for students; sharing online services and resources will help institutions avoid costs that will, in turn, keep costs down for students; increasing the availability and quality of

online courses will help improve graduation rates and student success; and increasing the number of online programs will improve access for students, wherever they live.

Online education is the wave of the future; it allows students to access courses on demand and in place. A recent Wall Street Journal poll found that by 2020, 38% of students will be over the age of 24. Online education is very important for this group.

I'm turning the leadership reins to the committee over to Governor Morton with full confidence that he will bring the same careful and considered approach to making sure we get this right for future generations to come.

Continue Collaborative Efforts with State Leadership

Finally, critical to the success of our System is the continued support of Governor Scott and the Florida Legislature. They've been strong proponents of the performance metrics and dedicated over \$690 million in new state funds to the performance funding model over the life of the program. This year, we are requesting an additional \$100 million in state investment and an additional \$70 million in the institutional investment, which if appropriated, would equalize the level of the state's and institutional investments. We're seeking additional funding because tying funding to performance has demonstrably improved student outcomes.

We are also seeking more funding for the operation and maintenance of university facilities. We have a responsibility as a Board to be good stewards of the vast infrastructure needs across the System and the state's investment in those facilities. This year, we are asking for much needed funding to meet the maintenance needs of the System, which continue to grow as our infrastructure ages and as new facilities come on line. We've asked the university boards of trustees and presidents to partner with us in seeking support from the state's leadership to help us keep our facilities in good repair and keep the lights on for our students.

Conclusion

I want to recognize Governor Syd Kitson. This is his first meeting as Vice Chair, and I'm sure he already senses he has a lot of work cut out for him. Governor Kitson has impressed us all with his infectious enthusiasm, his commitment to higher education, and the knowledge he brings to the table. As our new Chair of the Budget and Finance Committee and the Vice Chair of the new Drug, Alcohol and Mental Health Task Force, he'll be a key partner as we work to implement the initiatives I've outlined today. We're fortunate to have him at the helm and I look forward to working with him.

In fact, I want to recognize and thank all of my fellow members and the Chancellor and his staff. The Board of Governors spends a great deal of time and effort to make our universities great. Most importantly as I said at the outset, for our students to succeed.

This is why we are here.

This is why I am here!

I look forward to working with all of you.