

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FLORIDA
June 26-27, 2018

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

1. Call to Order

Chair Jordan convened the Strategic Planning Committee meeting at 1:35 p.m. on June 26, 2018 with the following members present: Governors Cerio, Frost (telephone), Levine, Link, Morton, Salerno (telephone), Tyson, and Zachariah (telephone). A quorum was established.

2. Minutes of Committee Meeting

Chair Jordan called for a motion to approve the minutes from the January 24, 2018 Committee meeting. Governor Cerio moved to approve the minutes, Governor Frost seconded the motion and the motion carried unanimously.

3. 2018 Accountability Plans

Chair Jordan informed members that the Committee's next item was considering the approval of University 2018 Accountability Plans. She reminded the Committee that at its January 24, 2018 meeting it was determined that Accountability Reports and University Work Plans would be merged into a single document that displayed retrospective data side-by-side with prospective data.

Chair Jordan said that each university would make a brief presentation followed by any questions or observations from the Committee, and that each Accountability Plan would be voted on separately. She advised the Committee that, in addition, Florida State University and the University of Florida would provide for consideration to approve their Preeminent State Research University Annual Status Updates, and the University of Central Florida would provide for consideration to approve its Emerging Preeminent State Research University Annual Status Update. She noted also that the University of South Florida would come before the Committee for consideration to approve its designation as a Preeminent State Research University. Finally, Chair Jordan reminded the Committee and the institutions that the Board's approval of an

Accountability Plan did not constitute approval of any sections of the Plan that require additional regulatory or procedural review or approval pursuant to law or Board regulations.

A. University of West Florida

Chair Jordan called on President Saunders to present the University of West Florida (UWF) Accountability Plan. Following her presentation, Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around UWF's increase in research expenditures while research funding from external sources decreased; the extent to which 2+2 transfer agreements with Florida College System institutions have increased UWF enrollments; strategies implemented to improve graduation rates; the provision of adequate student mental health counseling; the success of UWF's cybersecurity degree program; a 99% pass rate on the nursing exam; and strategies to increase the number of nursing graduates. After the discussion, Governor Tyson moved that the Committee recommend that the full Board approve the University of West Florida 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Link seconded the motion and the motion carried unanimously.

B. University of North Florida

Chair Jordan called on President Szymanski to present the University of North Florida (UNF) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around UNF's second highest cost to the student in the State University System and why out-year goals have been reduced; the provision of student mental health services; UNF's not offering certain academic degree programs to support a Ph.D. in Biomedical Sciences; the need for more specificity regarding the proposed downtown center; and how transfer students from the Florida College System are performing with respect to excess credit hours, GPA, and graduation rate compared to first time college students. Chancellor Criser requested that UNF return in January 2019 to provide information with respect to what programs have the potential to become Programs of Excellence at UNF and what steps would be necessary to grow them. After discussion, Governor Link moved that the Committee recommend that the full Board approve the University of North Florida 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations; that the Committee accept the out-year portion of the Plan; and that UNF provide an update and at the Committee's January 2019 meeting. Governor Frost seconded the motion. During discussion, Governor Levine asked whether accepting the Plan's out-year portion included accepting the Ph.D in Biomedical Sciences. UNF's Provost said that the Ph.D in Biomedical Sciences

would be removed from the Plan. A vote was taken and the motion carried unanimously.

C. Florida Gulf Coast University

Chair Jordan called on President Martin to present the Florida Gulf Coast University (FGCU) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. FGCU was commended for its success in meeting its Board of Trustees metrics. However, concern was expressed that FGCU had not met its academic progress rate goal and that its four-year graduation rate was unacceptable. President Martin provided examples of work being done toward its three goals of integration, achieving efficiencies, and streamlining processes. He noted that FGCU is considering developing a trimester system for certain programs. Another concern raised was related to FGCU's financial assistance program. FGCU was asked to return in January 2019 with further information regarding a plan for expanding scholarship and financial aid programs to improve recruitment and retention. After discussion, Governor Tyson made a motion that the Committee recommend that the full Board approve the Florida Gulf Coast University 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations; that the Board accept the out-year portions of the Plan; and that FGCU provide further information in six months. Governor Link seconded the motion and the motion carried unanimously.

D. Florida State University

Chair Jordan called on President Thrasher to present the Florida State University (FSU) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around FSU's progress in increasing graduation and retention rates; its faculty's understanding of the importance of performance indicators; and FSU's progress in national ranking. After discussion, Governor Frost moved that the Committee approve the Florida State University 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Salerno seconded the motion and the motion carried unanimously.

In the context of its Accountability Plan FSU provided its Annual Status Update with regard to its designation as a Preeminent State Research University. Governor Frost moved to approve the Florida State University Preeminent State Research University Annual Status Update and that \$6,153,846 of appropriated preeminence funding be released to the University. Governor Morton seconded the motion and the motion carried unanimously.

E. Florida Atlantic University

Chair Jordan called on President Perry to present Florida Atlantic University's (FAU) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around FAU's improvement in student retention; what an appropriate balance between full-time and part-time enrollment would look like; an expected increase of Florida College System transfers, particularly from Miami Dade College and Broward College; FAU's four-year graduation rate improvement as a result of students being urged to take fifteen credit hours each semester; adequate student mental health services; and FAU's expectation of increasing the percentage of incoming freshman in the top 10 percent of their high school class. After the discussion, Governor Tyson moved that the Committee recommend that the full Board approve the Florida Atlantic University 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Frost seconded the motion and the motion carried unanimously.

F. New College of Florida

Chair Jordan called on President O'Shea to present New College of Florida's (NCF) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around the adequacy of dormitories, the status of NCF's growth plan, plans for online learning, the provision of adequate student mental counseling, and the adequacy of NCF's police force. After the discussion, Governor Tyson moved that the Committee recommend that the full Board approve the New College of Florida 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Link seconded the motion and the motion carried unanimously.

G. University of Florida

Chair Jordan called on President Fuchs to present the University of Florida (UF) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. A great deal of discussion centered around UF's graduation rate. Board Chair Lautenbach asked why the graduation rate had decreased. Dr. Glover, Vice President for Academic Affairs, said that it had not. Dr. Glover said that the appearance of declines had to do with graduation rate reporting on the UF College of Pharmacy. He said that the Integrated Postsecondary Education Data System requires that students who actually enter the six-year Pharmacy program be removed from the cohort; therefore, it's too early to know which students have entered and which have not. Dr. Glover indicated that, accordingly, those numbers will change over the next two years. He said he believed that when all data was available they will show that graduation rates have not declined.

Governor Lautenbach responded that he was surprised that graduation rates had declined given UF's resources. He noted, further, that UF had not met its goal. Dr. Glover said that, simply put, UF was in disagreement with Board staff. Governor Lautenbach reiterated his disappointment with the graduation rate. He said that UF was a preeminent university and yet it had graduation rates that were not where they needed to be. Dr. Glover responded that the University did not agree with the numbers provided by Board staff and that when all was said and done the graduation rate will be 68%. President Fuchs added that he was not disturbed by the numbers, because on average it takes less than four years to earn a bachelor's degree at UF.

Other issues discussed included increases in transfer enrollment, the provision of financial aid for undergraduates taking 12 or more credits every semester, the absence of impact on graduation rates due to the taking of online courses, timely provision of requisite courses, and providing adequate student mental health counseling. After the discussion, Governor Morton moved that the Committee recommend that the full Board approve the University of Florida 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Salerno seconded the motion and the motion carried unanimously.

In the context of its Accountability Plan the University of Florida provided its Annual Status Update with regard to its designation as a Preeminent State Research University. A motion was made by Governor Morton to approve the University of Florida Preeminent State Research University Annual Status Update and release \$6,153,846 of appropriated preeminence funding to the University. The motion was seconded by Governor Frost and the motion carried unanimously.

Following the University of Florida's presentation the Committee adjourned for the day at 6:00 p.m.

4. Committee Reconvening

Chair Jordan reconvened the meeting of the Strategic Planning Committee at 8:32 a.m. on June 27, 2018 with the following members present: Governors Cerio, Frost (telephone), Link (telephone), Morton, Tyson, and Zachariah (telephone). A quorum was established. Chair Jordan indicated that the Committee would continue its review of 2018 University Accountability Plans.

H. Florida International University

Chair Jordan called on President Rosenberg to present the Florida International University (FIU) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions,

and discussion centered around substantially higher proposed goals for the number of bachelor's degrees awarded; the relatively high cost to the student for a degree; prospects of bringing four-year graduation rates to the SUS average; enrollment growing enrollment from the current 57,000 to a proposed 62,000 by 2021; the provision of adequate student mental health counseling; concerns with regard to a proposed PharmD program; and the low number and percentage of research dollars secured from external sources. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the Florida International University 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Link seconded the motion and the motion carried unanimously.

I. Florida Agricultural and Mechanical University

Chair Jordan called on President Robinson to present the Florida Agricultural and Mechanical University Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around the advisability of enrollment growth; an increase in the dollar amount of resident undergraduate annual loans; a decline in the percentage of high achieving first-time-in-college students; progress that needs to be made on a number of student success measures; and pass rates on all professional licensing and certification exams consistently below the U.S. average. After the discussion, Governor Morton moved that the Committee recommend that the full Board approve the Florida Agricultural and Mechanical University 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Tyson seconded the motion and the motion carried unanimously.

J. Florida Polytechnic University

Chair Jordan called on President Avent to present Florida Polytechnic University's Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around the likelihood of existing program enhancements and new degree programs; no projected enrollment growth; a decline in the proposed goals for four-year graduation rate; specialized accreditation for engineering programs; the status of the new Applied Research Center; success in recruiting faculty; and planning for future online courses. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the Florida Polytechnic University 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Cerio seconded the motion and the motion carried unanimously.

K. University of South Florida

Chair Jordan called on President Genshaft to present the University of South Florida's (USF) Accountability Plan. Following her presentation Board members were provided the opportunity to ask questions or make observations. Several Board members noted USF's progress on increasing its performance on Strategic Plan and Performance Based Funding metrics in so short a time was remarkable. Members noted also that USF leads the System in producing graduates in Programs of Strategic Emphasis at both the undergraduate and graduate level.

Issues and questions centered around campus consolidation, student body diversity, and access. Other topics of discussion included four-year graduation rates, the extent to which USF is ensuring that student mental health counseling is available on all campuses, and potential post-consolidation changes to academic programs. After the discussion Governor Frost moved that the Committee recommend that the full Board approve the University of South Florida 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Morton seconded the motion and the motion carried unanimously.

In the context of its Accountability Plan Dr. Wilcox, Provost and Senior Vice President, provided data demonstrating that the University of South Florida had met the required number of metrics to be designated as a Preeminent State Research University. Several Board members congratulated USF's attaining the benchmarks. A motion was made by Governor Morton to approve the University of South Florida's designation as a Preeminent State Research University and to release \$6,153,846 of appropriated preeminence funding to the University. The motion was seconded by Governor Frost and the motion carried unanimously.

When members asked about the status of USF's consolidation, President Genshaft said that Dr. Jonathan Ellen, President of Johns Hopkins All Children's Hospital and Chair of the USF Consolidation Planning Study, and Mr. Hal Mullis, a member of the University of South Florida Board of Trustees would make a presentation at the Committee's September meeting.

L. University of Central Florida

Chair Jordan called on President Hitt to present the University of Central Florida (UCF) Accountability Plan. Following his presentation Board members were provided the opportunity to ask questions or make observations. Key issues, questions, and discussion centered around UCF's lowering seven of the ten Performance Based Funding goals while intending to increase enrollment through Fall 2021; increased student cost to degree over time; performance declines on student learning benchmarks;

the need to provide adequate student mental health counseling in light of intentions to increase enrollments; and the sources of funds to support performance improvement and enrollment growth. After the discussion, Governor Frost moved that the Committee recommend that the full Board approve the University of Central Florida 2018 Accountability Plan, excluding those sections of the Plan that require any additional regulatory or procedural review or approval pursuant to law or Board Regulations, and that the Committee accept the out-year portions of the Plan. Governor Tyson seconded the motion and the motion carried unanimously.

In the context of its Accountability Plan the University of Central Florida provided its Annual Status Update with regard to its designation as an Emerging Preeminent State Research University. A motion was made by Governor Tyson to approve the University of Central Florida Emerging Preeminent State Research University Annual Status Update and to release \$1,538,462 of appropriated preeminence funding to the University. The motion was seconded by Governor Cerio and the motion carried unanimously.

5. Adjournment

Having no further business, Chair Jordan adjourned the meeting at 11:33 a.m.

Darlene Jordan, Chair

R.E. LeMon, Ph.D.
Associate Vice Chancellor
for Academic and Student Affairs