

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
STRATEGIC PLANNING COMMITTEE  
NEW COLLEGE OF FLORIDA  
SARASOTA, FLORIDA  
SEPTEMBER 13, 2018

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

1. Call to Order

Chair Darlene Jordan convened the Strategic Planning Committee meeting at 11:48 a.m. on September 13, 2018 with the following members present: Governors Cerio, Felton, Frost (by phone), Huizenga, Levine, Link, Morton, and Salerno. A quorum was established.

2. Minutes of June 26-27, 2018 Committee Meeting

Chair Jordan called for a motion to approve the minutes of the June 26-27, 2018 Committee meeting. Governor Huizenga moved to approve the minutes, Governor Morton seconded the motion, and the motion carried unanimously.

3. University of South Florida Consolidation Update

Chair Jordan informed members that the Committee's next item was to receive a status report from the University of South Florida (USF) with regard to campus consolidation efforts. She reminded Committee members that USF is required by statute to phase out separate accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for the USF St. Petersburg and Sarasota-Manatee campuses. She said that a USF taskforce is required by statute to submit a report and recommendations to the University's Board of Trustees for approval and then forward an approved report to the Board of Governors by March 15, 2019. Chair Jordan introduced Dr. Jonathan Ellen, Chair of the Consolidation Planning Study and Implementation Taskforce, and Mr. Hal Mullis, a member of the USF Board of Trustees, to provide the Committee with a status report.

Mr. Mullis thanked the Chancellor and the Board for the opportunity to present a status update on the USF consolidation. He provided a review of the July 1, 2020 legislatively mandated deadline for consolidation, noting that there could be no lapse in institutional accreditation on any of the campuses, no impediments to a student graduating within

four years, and no loss of USF's recently acquired Preeminent State Research University status. He reminded the Committee that the consolidation must be accomplished through a process in strict compliance with SACSCOC requirements.

Mr. Mullis said that two working groups have been established to assist in implementing a unified consolidation, the first of which is a taskforce chaired by Dr. Ellen, and the second of which is an Internal Consolidation Implementation Committee. He indicated that the working groups operate from a shared set of guiding principles adopted by the USF Board of Trustees and that the activities of the two groups are necessarily coordinated and interactive.

Mr. Mullis said that it was immediately apparent to USF that the work associated with consolidation and accreditation involved complex and sensitive issues. He said that expertise was needed and therefore the USF Board of Trustees authorized the engagement of the Heron Consulting Group to assist and advise USF. Mr. Mullis said that Heron is experienced in accreditation consolidation and that its team has been actively and effectively involved and reports regularly to the USF Board.

Mr. Mullis noted that he chairs the USF Accreditation, Consolidation, and Pre-Eminence Committee comprised of 79 USF faculty, staff, and students representing all three campuses. He said that the Committee has had over 30 meetings, creating six subcommittees, each focused on a discrete segment of the process: business and finance, external affairs, faculty affairs, general education and curriculum alignment, research, and student success. He said that at the end of the Committee's work it will make recommendations for steps necessary to successfully achieve consolidation.

Mr. Mullis said that the Taskforce will present a final report to the USF Board of Trustees on February 15, 2019 and that the Board is then required to present its implementation plan to the Board of Governors on March 15, 2019. Mr. Mullis then introduced Dr. Ellen to make remarks

Dr. Ellen noted the complexity of the work to be done and how seriously it is being taken by USF. He said that challenges included ensuring that the benefits of preeminence are equal across all campuses, ensuring that all campuses are represented when resources are distributed, and focusing on academic and research programs spanning all three campuses. At the conclusion of his remarks Dr. Ellen invited questions from the Committee. Chair Jordan thanked Dr. Ellen for his comments and congratulated USF on the holistic approach it is taking to achieving consolidation. Several Committee members commended USF for its efforts.

4. Public Notice of Intent to Amend Regulation 2.002 University Work Plans and Annual Reports

Governor Jordan said that the next item on the Committee's agenda was to consider approval of the Public Notice of Intent to Amend Regulation 2.002 University Work Plans and Annual Reports. She called on Acting Vice Chancellor England to explain the Public Notice of Intent to Amend.

Dr. England reminded the Committee that on January 24, 2018, it determined that the retrospective data in the Board's Annual Accountability Report and the prospective data in Annual University Work Plans would be more effectively analyzed if they were available in a single document. She said that amending Board Regulation 2.002 University Work Plans and Annual Reports comports with this change.

Dr. England said that the Intent to Amend had been reviewed by appropriate offices at all universities and that if approved by the Committee and the full Board of Governors, the Intent to Amend will be available for public comment for thirty days. She said that if no concerns are raised, the Regulation would come before the Board of Governors for final approval.

Governor Jordan asked Committee members if there were any questions or comments. There being none Governor Levine moved to approve the Public Notice of Intent to Amend Regulation 2.002 University Work Plans and Annual Reports, Governor Huizenga seconded the motion, and the motion carried unanimously.

5. 2018 University Plans: System Summary

Governor Jordan said that the next item on the Committee's agenda was to receive a System overview of the 2018 University Accountability Plans. She reminded the Committee that at its June 2018 meeting the Strategic Planning Committee considered for approval 2018 university Accountability Plans. She noted that all 12 Plans were approved by the Committee and by the Board of Governors. Chair Jordan said that Board staff will present a System-wide summary of the data provided by the individual institutions in June. She said that the summary would inform the work to be done over the course of the next year to determine whether the System is on-course for meeting Board of Governors 2025 Strategic Plan goals. She then called on Acting Vice Chancellor England to provide the System Summary.

Dr. England said that the data she would present was aggregated from the 12 university Accountability Plans approved in June and that it would provide summary highlights as well as the likelihood that the System will meet its 2025 Strategic Plan goals. She began by noting four of the most important findings: retention and graduation rates continue to improve, enrollment and degree growth is slowing, research activity is growing but that more external funding is needed, and excess hour rates are improving.

Acting Vice Chancellor England began with academic progress rates – the percentage of full-time first-time-in-college (FTIC) students who were retained anywhere in the System the following fall term with at least a 2.0 grade point average. She said that System rates have increased 5% over the last five years and are expected to continue to climb 1% annually for the next four years. Dr. England said that this indicated that the SUS is on pace to reach the 2025 Strategic Plan goal by the 2018-19 cohort.

Turning to FTIC graduation rates Acting Vice Chancellor England indicated that System rates have increased 5% over the last five years, the equivalent of an additional 1,870 graduates annually and that this rate is expected to climb 2% annually for the next four years. She said that the SUS was on pace to reach the Strategic Plan goal by the 2015-19 cohort. Dr. England noted that this rapid rise reflects the universities' hard work in helping students persist and complete in a timely fashion.

Acting Vice Chancellor England next presented data with regard to undergraduate full-time-equivalent (FTE) online enrollment. Dr. England said that the System was on pace to reach its 2025 Strategic Plan goal. She noted that progress has been due to changes in technology and to the hard work of the Board's Innovation and Online Committee.

Turning to baccalaureate degrees awarded, Dr. England indicated that based on the most recent five-year historical trend the System will produce about 75,000 degrees by 2025, about 15,000 short of the 90,000 goal. Similarly, Dr. England said that based on the most recent five-year historical trend the System will produce about 26,700 degrees by 2025, approximately 8,300 short of the 35,000 goal.

Acting Vice Chancellor England then provided information with regard to the trend of students who earn bachelor's degrees without accruing excess hours. She said that fewer students are graduating with excess hours, and the System is on pace to reach its 2025 target of 80% well before 2025.

Dr. England then turned to the subject of Programs of Strategic Emphasis. She said that to promote the alignment of graduates and the economic development and workforce needs of Florida, the Board maintains a list of five key areas identified as Programs of Strategic Emphasis: STEM, Health, Education, Global, and Gap Analysis. Dr. England indicated that the list was last revised in November 2013. She said it was important to note that although the SUS was not on-pace to award as many bachelor's and master's degrees as projected in the 2025 Strategic Plan, the System had surpassed the Strategic Plan's 2025 goals with respect to Programs of Strategic Emphasis.

Acting Vice Chancellor England then addressed the average cost to the student for a bachelor's degree. She said that in 2015-16 the average cost dropped to \$14,840 and the trend shows that costs are expected to drop below \$14,000 by 2020. Dr. England noted

that this was a very different story from national media headlines, and that it was important that Florida's students and their parents have this information when choosing a university.

Acting Vice Chancellor England's next topic was research and development (R&D) expenditures. She said that in 2016-17 the System spent \$2.2 billion on R&D, an increase of \$87million over the prior year. Dr. England noted that, based on the 2018 Accountability Plans, the System will reach the Board's 2025 \$2.29 billion goal by 2018-19. She said, however, that only 54% of R&D funding came from external sources in FY 2016-17, that the 2025 goal is 71%, and that it doesn't appear that the goal will be met.

Acting Vice Chancellor England concluded the System Summary by showing the upward trends for undergraduate headcount enrollments. She said that the System total has increased 6% over the last four years and is expected to grow another 5% over the next four years. Dr. England noted that a university's continual growth often leads to questions about the balance between quality and growth. She suggested that a decline in quality can be ascertained by reviewing performance metrics found in the Accountability Plans because they equate to quality indicators. Dr. England said, for example, that quality institutions admit the best students they can and make sure that they are retained, that they graduate in a timely fashion, and that they pass licensure exams. She said, further, that achieving national rankings and increasing research funding from external sources are hallmarks of quality institutions.

Acting Vice Chancellor England indicated that the System Summary provided an introduction to the Strategic Planning Committee's next major project: the Strategic Plan Mid-course Correction. She said that she would explain to the Committee the Mid-course Correction's history, the work that the Mid-course Correction will entail, why the Mid-course Correction is necessary, and the expected results.

Dr. England reminded the Committee that the Board created its Strategic Plan in 2012 and that the Plan contains specific numerical goals to be met by 2025. Progress, she said, is captured in the Accountability Plans considered for approval every June. She said that as a living document, the Plan was revised in 2014-15 to reflect the addition of performance-based funding goals and because new data available suggested that targets needed to be revised. Dr. England indicated that the Plan was revised again in 2016 as a result of the Innovation and Online Committee's work.

Acting Vice Chancellor England said that the Mid-course Correction is a three-step process. First, the Strategic Plan's goals are reviewed; secondly, potential revisions are identified; and thirdly, if changes are warranted, the Plan is revised and formally amended.

Acting Vice Chancellor England pointed out the importance of keeping in mind that the Strategic Plan's foundation is based on three broad goal areas: teaching and learning; scholarship, research, and innovation; and community and business engagement. She said that each of the Plan's 28 goals is connected to one of these three broad goal areas.

Dr. England provided reasons why revisions might need to be made. These include: new data on performance trends might be available, new Board priorities, new workforce data, or changes in levels of federal funding available for research.

Acting Vice Chancellor England indicated that the Mid-course Correction will begin in November 2018 and should be concluded by the summer of 2019, including a revision to the Board's Programs of Strategic Emphasis. She said that the Mid-course Correction will be considered in "chunks," allowing the Committee to consider revisions along the way.

6. Concluding Remarks and Adjournment

There being no further business to come before the Committee the meeting was adjourned at 11:34 a.m.

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Darlene Jordan, Chair  
Strategic Planning Committee

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