

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
STRATEGIC PLANNING COMMITTEE  
FLORIDA INTERNATIONAL UNIVERSITY  
MIAMI, FLORIDA  
January 31, 2019

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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 10:05 a.m. with Governors Morton, Cerio, Felton, Frost, Huizenga, Levine, and Zachariah in attendance. A quorum was established.

2. Minutes of November 8, 2018 Committee Meeting

Chair Jordan entertained a motion to approve the minutes of the November 8, 2018 Committee meeting. Governor Cerio moved to approve the minutes, Governor Morton seconded the motion, and the motion carried unanimously.

3. 2018 Accountability Plans: Additional Information

Chair Jordan informed members that the Committee's next item was to receive further information from Florida Gulf Coast University President Martin and University of North Florida President Szymanski relative to each universities' 2018 Accountability Plan. Chair Jordan noted that when the University of North Florida's (UNF) and FGCU's Accountability Plans were approved in June 2018, the Committee asked that the universities provide further information at its January 2019 meeting.

Chair Jordan said that the Committee asked UNF to clarify why the average cost to the student was expected to increase, whether student mental health services were adequate, details about the plans for a downtown presence, the performance of transfer students compared to first-time-in-college (FTIC) students, and the identification of potential Programs of Excellence. Chair Jordan said that the Committee asked FGCU to discuss plans for increasing four-year graduation rates and plans to expand scholarship and financial aid programs to improve recruitment and retention.

Chair Jordan recognized FGCU President Martin. Dr. Martin said that FGCU has launched several initiatives aligned with the "Five Pillars" of the University's strategic

plan, including increasing financial aid, rearranging the advising process, and investing in a new mental health counseling center. Dr. Martin said that FGCU has seen an increase in the number of students taking summer courses and an increase in the number of credit hours students are taking. He indicated that FGCU is working on several methods to lower the net cost to its students, one of which is to increase the number of jobs on campus.

Pointing to FGCU's 2013-17 23% four-year graduation rate Chair Jordan asked what strategies FGCU is employing to ensure that students are graduating in four years. President Martin responded that the FGCU Strategic Plan is multi-dimensional. He noted that three strategies are to add more full-time faculty and adjuncts to increase course sections, to provide more financial aid for the summer term, and to use intervention advising with the capability to track student progress in real-time.

There being no further questions or comments, Chair Jordan thanked President Martin for his presentation.

Chair Jordan then recognized President Syzmanski to provide additional information on UNF's Accountability Plan.

President Syzmanski began by discussing scholarships and cost of attendance. He said that UNF is focusing on scholarships, Pell Grant recipients, and reducing the number of hours to graduation. He noted that the University's Board of Trustees gave permission to allocate \$2.5 million for scholarships. President Syzmanski indicated that one facet of the Start Strong Finish Strong Initiative will be to provide \$600 to purchase books for students with a 2.5 GPA who return for the Fall semester. He also said that since some FTIC students are enrolling as sophomores or juniors, UNF has developed a three-plus-one initiative whereby the first three years are undergraduate work and the fourth is graduate work. Dr. Syzmanski noted that these initiatives will reduce the cost of attendance.

President Syzmanski discussed the Center for Entrepreneurship and Innovation, a part of the University's downtown presence. He noted that UNF's goal is for the Center for Entrepreneurship and Innovation to offer a limited number of business courses and to bring students and the community together to explore the expansion of businesses and business collaborations.

With respect to FTIC students and those transferring from the Florida College System (FCS) President Syzmanski said that the major difference involved excess hours. He noted that 88% of transfer students complete their degrees without excess hours compared to 75% for regular students.

Finally, President Syzmanski discussed potential Programs of Excellence, identifying finance, healthcare, logistics, advanced manufacturing, and data analytics. He noted that UNF has strong degree programs in all five areas and that UNF is exploring partnerships between the community and educational programs to create seamless opportunities.

Governors Kitson, Jordan, and Frost commended Dr. Syzmanski on his efforts over the past six months and on his enthusiasm to ensure student success. Board Chair Lautenbach inquired as to how UNF intends to increase graduation rates. Dr. Syzmanski indicated that some UNF students transfer to other state institutions and that others work more than 20 hours. He noted that strategies to lower the number of students transferring included providing scholarships that will help reduce their workload burden, focusing on making course registration easier, and ensuring that students are receiving excellent advising.

#### 4. Florida Polytechnic University 2018-2023 Strategic Plan

Chair Jordan said that the next item on the Committee's agenda was to consider for approval the Florida Polytechnic University 2018-2023 Strategic Plan. She then called on President Randy Avent to present the Florida Polytechnic University 2018-2023 Strategic Plan.

President Avent began by discussing the process Florida Polytechnic University underwent in the strategic planning process. He said that an analysis of trends in higher education led to the "Four Ps:" positioning, priorities, payment, and performance. Dr. Avent indicated that by using this construct, the University developed a strategy to maximize the institution's impact. He noted that three key characteristics differentiated Florida Polytechnic University from other SUS institutions: its smallness, its being new, and its single focus on STEM education.

President Avent highlighted that Florida Polytechnic University's mission and vision clearly emphasize student success, economic development, affordability, and efficiency. Dr. Avent indicated that Florida Polytechnic University's goals are to educate students and to work with industry to translate research from the lab in order to solve problems associated with Florida's workforce needs.

President Avent noted that, while Florida Polytechnic University's tuition and fees are the lowest in the SUS, it offers costly programs and that this will likely be a challenge in years to come. He indicated that the University will use a scorecard approach to measure performance.

Governor Morton inquired about Florida Polytechnic University's growth plan for the next five years. President Avent said that the University is not expected to grow

significantly and that by 2023 an enrollment of 1,550 to 1,900 is anticipated. Dr. Avent reminded the Committee that currently Florida Polytechnic has only one academic building, presenting restrictions on how much it can grow. He said that while sufficient classroom space exists there is a need for more office, research, and lab space. Dr. Avent indicated that until such time as Florida Polytechnic University builds an Applied Research Center enrollment is not expected to significantly grow.

Governor Morton asked about the timeline for the transition from being a start-up to a mature institution. President Avent replied that generally speaking the transition has occurred internally and that the strategic plan is focused on further maturation.

Chair Jordan inquired about plans to construct more facilities by 2023. President Avent explained that Florida Polytechnic University has requested resources for an Applied Research Center that would provide needed office and research space as well as space for student projects. Dr. Avent said that Florida Polytechnic has committed all of its carry-forward funding to the Applied Research Center in order to begin construction but that additional funding has been requested for completion.

Governor Jordan asked how Florida Polytechnic University intends to address the gender and ethnic diversity of its student population. President Avent said that Florida Polytechnic is increasing its efforts to market and recruit female students. He added that the University is exploring the addition of programs such as environmental engineering and engineering math that are still within Florida Polytechnic University's mission but typically have higher enrollments of females. With respect to ethnic diversity, Dr. Avent noted that Florida Polytechnic University is struggling with African-American enrollments. He said that in order to target this population, the University is focusing on articulation agreements. He added that Florida Polytechnic University has also sought funds to create a summer program targeted at underrepresented students.

Governor Frost thanked President Avent for clarifying Florida Polytechnic University's mission. She queried as to faculty recruitment efforts that would result in grants and recognition. President Avent again noted that a challenge exists due to the lack of office space and labs but stated that the Applied Research Center will help with faculty recruitment. Governor Frost asked if any of Florida Polytechnic University's younger faculty had grants. President Avent stated that Florida Polytechnic University has two National Science Foundation grants and a total of 20 externally funded grants. Governor Felton asked about the future needs of faculty, the institution's culture, and how these factored into the University's strategic plan. President Avent stated that the culture of a start-up university can be somewhat chaotic but that Florida Polytechnic University has sufficiently matured.

There being no further questions or comments Chair Jordan entertained a motion to approve the Florida Polytechnic University 2018-2023 Strategic Plan. A motion was made by Governor Cerio, seconded by Governor Frost, and the motion carried unanimously.

5. University of North Florida Legislative Budget Request

Chair Jordan said that the next item on the Committee's agenda was to consider for approval a \$10.8 million University of North Florida Legislative Budget Request (LBR) to improve student success. Chair Jordan said that if approved by the Strategic Planning Committee, the LBR will be forwarded to the Budget and Finance Committee for consideration. She then called on UNF President Syzmanski to present the LBR.

President Syzmanski reviewed the three-pronged approach that UNF is employing to support student success: improving student services, increasing the number of faculty, and increasing the availability of scholarships. He said LBR dollars will be used to improve student services by reducing wait times for registration. President Syzmanski noted that the University has already made adjustments to its budget by creating administrative efficiencies. He said that another focus in the LBR is to increase the number of its faculty. President Syzmanski noted that UNF is investing in faculty associated with Programs of Strategic Emphasis and that the LBR includes a request for additional funding to continue that strategy.

Board Chair Lautenbach and Governor Kitson expressed support for the LBR. Governor Huizenga commented that it was a positive move to invest in more faculty and student services at UNF.

There being no further questions or comments, Chair Jordan entertained a motion to approve the University of North Florida's \$10.8 million Legislative Budget Request. A motion was made by Governor Frost, seconded by Governor Zachariah, and the motion carried unanimously.

6. State University System Strategic Plan Mid-course Correction

Chair Jordan said that the next item on the Committee's agenda was to begin the process of examining the 2025 Strategic Plan in order to determine whether its goals need adjustment based on current progress, external circumstances that may be impacting the System's ability to reach its goals, and whether the Board has new priorities that merit additional metrics. Chair Jordan then recognized Vice Chancellor England to make a presentation on the Strategic Plan's Teaching and Learning metrics and the extent to which mid-course corrections on these metrics may be appropriate.

Vice Chancellor England began by thanking Dr. R.E. LeMon, Mr. Jason Jones, Ms. Emily Sikes, and Dr. Traki Taylor for their assistance in preparing the presentation. She reminded the Committee of the Board's 2025 Strategic Plan three metric categories: Teaching and Learning; Scholarship, Research, and Innovation; and Community and Business Engagement. Dr. England stated that the presentation would focus on the Teaching and Learning metric category. Dr. England indicated that of the 19 metrics in that category the presentation would focus on five metrics recommended as candidates for revision: four-year graduation rates for FTICs, six-year graduation rates for FTICs, bachelor's degrees awarded, graduate degrees awarded, and bachelor's degrees awarded to African-American and Hispanic students. Dr. England said that, in addition, Board staff identified two new metrics for consideration. She emphasized that adjusting or creating new metrics would not have an impact on the performance based funding model.

Dr. England noted that graduation rates are traditionally slow moving metrics. She stated that the SUS has made good progress over the last five years, and that the increase reflects the institutions' commitment to helping students complete in a timely fashion. Dr. England said that graduation rate improvements translated to approximately an additional 1,870 graduates annually. She indicated that based on the goals in the current university accountability plans approved last June, the System is on pace to exceed the four-year graduation rate goal of 50% and the six-year graduation rate goal of 70%. Dr. England recommended that the Committee consider adjusting the goals or removing the six-year goal given the increased emphasis on the four-year graduation rate goal.

Governor Huizenga expressed support for an adjustment given the current trend. Board Chair Lautenbach suggested raising the four-year graduation rate goal to 65%. Governor Morton added that four-year graduation rates tie to other metrics such as cost. In addition he said that in years to come he expected that the Board, following Europe and elsewhere, should be discussing three-year graduation rates. He then expressed support for amending the four-year graduation rate goal.

Board Chair Lautenbach expressed support for keeping the six-year graduation rate goal due to the continued interest in it. Chair Jordan asked if there was interest in increasing the six-year goal. Mr. Lautenbach suggested making the new goal 80%.

At the discussion's end, the Committee agreed that a goal increase to 65% for four-year graduate rates and a goal increase to 80% for six-year graduation rates would be taken to the full Board of Governors at the conclusion of the Mid-course Correction exercise.

Dr. England next discussed the number of bachelor's degrees awarded annually. She indicated that the SUS was projected to produce 11,500 fewer degrees than the 2025 goal of 90,000. Dr. England explained that a number of factors have potentially influenced

bachelor degree production, including FTIC enrollment and graduation rates, the number of FCS AA transfers, the expansion of FCS bachelor degree programs, and economy and workforce considerations.

Governor Morton asked if Board staff has researched Florida's job requirements over the next ten years. Vice Chancellor England said that this work is ongoing. Governor Morton indicated that the Board should be overlaying the economy and workforce with the degrees that are being produced to see if they correlate well with the economy and workforce of the next ten years. Dr. England responded that Board staff is very focused on workforce demands and will elaborate on that topic later in the presentation.

Dr. England then provided the historical context behind the original goal of 90,000 baccalaureate degrees. She said that in 2011 Board staff projected that 2017-2018 enrollments for three types of students--FTICs, AA transfers, and other transfers-- would be 101,500. Dr. England noted, however, that in 2017-2018 there were 11,500 fewer students actually enrolled in the SUS. She indicated that the original model assumed growth based on university accountability plan goals when universities were still funded based on enrollment and prior to the implementation of performance based funding in 2014-2015. Dr. England said that the model also assumed growth in the adult population and that it has not grown as quickly as expected.

Dr. England also stated that in the original 2011 model it was assumed that graduation rates would increase for both FTIC students and AA transfers. She said that the graduation rate for two-year AA transfers has been flat and is not contributing to the overall goal. Dr. England highlighted that the only goal that has been met is FTIC graduation rates.

Dr. England mentioned that another unknown factor in 2011 was the proliferation of FCS bachelor's degree programs, an additional 40 since 2012. She explained that these programs may be attractive because they are directly related to workforce needs and that they are located closer to where students work and live.

Dr. England noted that the most recent projections from the Department of Economic Opportunity indicate that Florida will have 143,000 new job openings requiring bachelor's degrees by 2026. She reminded the Committee that bachelor's degree production involves multiple sectors including the SUS, the FCS, and private colleges. Dr. England indicated that of the total number of bachelor degrees produced in Florida, the SUS contributes 60%, the FCS produces approximately 7%, and private institutions contribute 30%. Dr. England also noted that in-migration has an impact, but that the impact is difficult to determine because motivations for moving to Florida are unknown and the data is not collected such that it quantifies how many individuals are filling jobs requiring bachelor's degrees. She noted that Florida's unemployment rate is only 3.3%. In conclusion, Dr. England indicated that Florida's workforce needs are being met. She

noted that by factoring in both SUS and FCS degree projections the 90,000 goal is reached. Board Chair Lautenbach noted that in-migration is a positive thing and that the Board's focus has been on quality and thus expressed support for reducing the goal. Governor Kitson also commented that quality should be the focus.

Governor Morton noted that the information doesn't indicate which disciplines are associated with the degrees being produced. Using nursing as an example, he referenced a previous presentation showing that the SUS contributed only 11% of bachelor's graduates with degrees in nursing and that Florida and the country are facing a nursing shortage. He emphasized the importance of examining degrees in terms of how they correlate to Florida's workforce demands. Governor Levine agreed and encouraged the Board to coordinate with the Higher Education Coordinating Council because both are working to understand workforce needs. Chancellor Criser also noted the importance of knowing which universities are best positioned to grow in terms of having the human and physical resources to accommodate growth without diluting quality.

At the discussion's end, the Committee agreed that a goal reduction to 78,500 for bachelor's degrees awarded would be taken to the full Board of Governors at the conclusion of the Mid-course Correction exercise.

The next metric Dr. England presented as a candidate for revision was the number of graduate degrees awarded annually. Dr. England indicated that the SUS is expected to be short of the 2025 goal by about 7,600 degrees and that factors potentially influencing this metric are shifts in demand for programs, outcomes of bachelor's degree graduates, and workforce needs and talent supply.

Dr. England indicated that from the 2012-13 to the 2016-17 Academic Years, graduate degrees in STEM-related and health-related programs grew by 7% while the numbers of graduate degrees awarded in other programs declined. Dr. England identified public administration as a graduate degree that declined 50% during that timeframe. Dr. England said that another factor is what bachelor's recipients do after graduation. Dr. England indicated that the most recent Baccalaureate Follow-up Study found that one year after graduation, 24% of graduates were working while going to graduate school compared to 15% five years after graduation. Dr. England noted that students who work full time while in school could very well take longer to complete their graduate degrees.

Dr. England stated that Florida will have 28,000 openings annually requiring a master's degree or higher. She noted that the SUS awards 55% of these degrees while private institutions award 47%. Dr. England also noted that some graduates will leave Florida and data indicated that after one year of graduation only 58% of master's recipients and 39% of doctorate recipients were employed in Florida. Dr. England indicated that



Board staff will attempt to identify specific occupations requiring graduate-level degrees to determine if there are disciplines in which to increase production.

Dr. England added that historically there has been some growth in graduate degrees but current trends are relatively flat. Governor Huizenga asked whether students are not continuing on to graduate school because the job market is strong for bachelor's degrees recipients or whether the costs associated with earning a graduate-level degree are prohibitive. He also asked what changes would need to occur to increase the number of students continuing on to graduate school. Dr. England said that members of her staff are highly focused on economic development, are connected with Enterprise Florida and Chambers of Commerce, and are continuing to monitor economic development in Florida and the nation. Governor Kitson expressed support for a 2025 goal change to 27,400.

At the discussion's end, the Committee agreed that a goal reduction to 27,400 for graduate degrees awarded would be taken to the full Board of Governors at the conclusion of the Mid-course Correction exercise.

Dr. England discussed the fifth metric that might be considered as a candidate for adjustment: the number of degrees awarded to African-American and Hispanic students. She explained that the current goal of 40% has already been met. Dr. England then described demographic changes to be considered. Dr. England noted that African-Americans and Hispanics comprise 50% of the 18-24 year-old population in Florida and that projections indicate that this number will increase to 55% by 2025. She noted, further, that the percent of African-American and Hispanic students who have graduated from high school having completed a college prep curriculum has increased to 46%.

Governor Huizenga stated that the goal should match the projections. He suggested that a better goal might be somewhere between 46% and 55%. Chair Jordan agreed with Governor Huizenga regarding the goal changes and suggested increasing the goal by 2%. Governor Valverde asked if the numbers and percentages of African-American and Hispanic students were available.

At the discussion's end, the Committee agreed that a goal increase to 46% for bachelor's degrees awarded to African-American and Hispanics would be taken to the full Board of Governors at the conclusion of the Mid-course Correction exercise.

Dr. England then presented two new metrics for the Board's consideration: graduation rates for FCS AA transfers and graduation rates for Pell Grant students. Dr. England noted that while Florida has a national reputation for its 2 + 2 articulation agreement, the Board's Strategic Plan does not have a goal for FCS AA transfers that addresses their success. She indicated that the two- and three-year graduation rate for AA transfers has

been relatively flat over the last several years but that with the increased focus on enhancing the 2 + 2 agreement it is expected that there will be improvement. Governor Huizenga requested information about the types of bachelor's degrees FCS AA transfer students are getting. Vice Chancellor England said Board staff will work on getting that information.

At the discussion's end, the Committee agreed that determining a goal for FCS graduation rates should be explored further by the work being undertaken in the Academic and Student Affairs Committee relative to articulation.

Dr. England then discussed the second new metric proposed: four-year FTIC graduation rates for Pell Grant students. She noted that the Board's 2025 Strategic Plan includes a goal for all institutions to have at least 30% of fall undergraduates receiving a Pell Grant. Dr. England noted, though, that this goal is an input measure whereas graduation rate is an output measure. Board Chair Lautenbach asked if the proposal was to replace the input measure with the output measure. Dr. England indicated that it was up to the Board's discretion. Governor Kitson expressed support for using the output measure and suggested that the Board start to look at ways of improving the gap between Pell and non-Pell students. Chair Jordon also expressed support, noting that it keeps the focus on student success. Governor Kitson asked for more information with regard to the graduation rates of Pell Grant students compared to non-Pell Grant students.

Florida International University President Rosenberg noted that income inequality is growing in Florida and nationally. He said that while the output indicator is critical income inequality should be taken into consideration when discussing eliminating the input indicator because the number of Pell Grant students is expected to grow. President Rosenberg noted that unless there is sensitivity to the increase in Pell Grant students, institutions can reduce the risk of performing poorly by lowering the number of Pell students accepted. Board Chair Lautenbach agreed with President Rosenberg. Governor Kitson noted that the Board should not eliminate the input metric and that both metrics are important in order to see the whole picture.

At the discussion's end, the Committee agreed that a goal increase to 54% for four-year graduation rates for Pell Grant students would be taken to the full Board of Governors at the conclusion of the Mid-course Correction exercise.

Dr. England provided a summary of metric revisions. She said that the Committee proposed to recommend to the full Board that all five current goals discussed would be recommended for adjustment as follows: four-year graduation rates to be increased to 65%, six-year graduation rates to be increased to 80%, bachelor's degrees awarded to be decreased to 78,500, graduate degrees awarded to be decreased to 27,400, bachelor's degrees awarded to African-Americans and Hispanics increased to 46%, and the

addition of a four-year graduation rate for Pell students goal of 54% by 2025. A goal was not established for the graduation rate for AA transfers. It was suggested that the Academic and Student Affairs Committee further explore an appropriate goal.

Vice Chancellor England concluded by saying that in March the focus will be on the Scholarship, Research, and Innovation metrics and on the Community Engagement Metrics. Chair Jordan thanked Vice Chancellor England for the presentation and commended committee members on their discussion of the metrics.

7. State University System 2018 Accountability Plan

Chair Jordan said that the last item on the Committee's agenda was to consider approval of the State University System's 2018 Accountability Plan. The State University System's 2018 Accountability Plan was presented to the Strategic Planning Committee on September 13, 2018. There being no questions or comments Governor Jordan entertained a motion to approve the State University System 2018 Accountability Plan. A motion was made by Governor Huizenga, seconded by Governor Frost, and the motion carried unanimously.

8. Concluding Remarks and Adjournment

There being no further business to come before the Committee the meeting was adjourned at 11:58 p.m.

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Darlene Jordan, Chair

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Disraelly Cruz, Ph.D.  
Assistant Director  
for Academic and Student Affairs