

SUMMARY MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE WORKSHOP
UNIVERSITY OF WEST FLORIDA
PENSACOLA, FLORIDA
September 17, 2014

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

1. Call to Order on September 17, 2014

Governor Colson convened the meeting of the Strategic Planning Committee Workshop at 9:38 a.m. on September 17, 2014 with the following members present: Dick Beard, Dan Doyle (joined at 10:00 a.m.), Patricia Frost, Ed Morton (joined at 10:28: a.m.), and Katherine Robinson. A quorum was not present at the beginning of the meeting, but a quorum was not necessary because it was a workshop with no action to be taken.

2. Review of 2012-2025 Strategic Plan Metrics And Associated Goals;
Consider Inclusion of Performance-based Funding Metrics in Strategic Plan

Governor Colson said that the workshop had been scheduled so that the Committee could devote concentrated time to a single very important item: a review of the Board's 2012-2025 Strategic Plan metrics and associated goals. He said that a little over a year ago, the Board decided to regard its Strategic Plan as a living document and to review it every 5 years so that it remains relevant and credible. He said that the goal today was to have a robust discussion about the progress being made—or not made—on the original goals that were set forth in the plan when the Board developed and approved it. Governor Colson said that the Committee would also be discussing staff recommendations for changes, additions or deletions of the goals on the revised draft, with the intention of reaching consensus on any changes so that a revised version of the Strategic Plan could be taken to the Board for approval at the November meeting. He said that the Committee had spent several meetings looking at the metrics associated with the Board's 2012-2025 Strategic Plan. Governor Colson said that, to prepare for this workshop, he asked staff to consider all of the goals and the measures in the Strategic Plan. He said that the Committee needed to determine whether, at this point in time, these are the right measures, whether they are organized most appropriately, whether some of the measures need to be exchanged for others, and whether those

performance-based funding metrics that are currently not in the Strategic Plan now should be included in light of their importance to the Board and to other stakeholders.

Vice Chancellor Jan Ignash then took the Committee through 29 metrics for an explanation of staff recommendations for changes. After extensive discussion and deliberation by the Committee a number of goals were recommended for staying as they originally were, certain goals were recommended for adjusting downward, others were recommended for adjusting upward, and certain new metrics with associated goals were recommended for addition to the Strategic Plan.

With respect to metric number 1 – national rankings for universities – the goal was recommended for revision to two institutions in the top 10, one institution in the top 11-25, and two institutions in the top 25-50. Governor Hosseini remarked that he believed that all institutions should be in at least the top 50.

With respect to metric 5 – four-year graduation rates – Governor Levine had two questions related to the improvement in the four-year graduation rate: a) how much does it save a student in total costs (tuition, books, living expenses, etc.) to graduate in four years as opposed to five years? b) how many additional student slots are created if students graduate in four years?

With respect to metric 8 – bachelor's degrees awarded annually – Governor Huizenga asked how many additional jobs will need to be created to accommodate the increase in bachelor's production. Vice Chancellor Ignash responded that it was clear that the universities were shifting the mix of their programs toward areas where employees were needed.

With respect to metric 9 – graduate degrees awarded annually – the goal was recommended for reduction from 40,000 to 35,000. Vice Chancellor Ignash pointed out the reduction of students going into master's programs in education, because there is no reward for that degree of attainment. She said, further, that fewer teaching assistants were being hired in favor of more post-doctoral fellows.

With respect to metric 10 – bachelor's degrees awarded to African-American and Hispanic students – the goal was recommended for increasing from 31,500 to 36,000.

With respect to metric 12 – percent of course sections offered via distance learning and hybrid learning – it was recommended to wait on further input from the Innovation and Online Committee.

A new metric – number of institutions with at least 30% of Fall undergraduates receiving a Pell Grant – was recommended with a goal of all institutions above 30%.

A new metric – academic progress rate (second year Fall retention with a GPA of at least 2.0) – was recommended with a goal of 90%.

A new metric – bachelor's degrees in STEM and Health – was recommended with a goal of 30,000. Governor Tripp remarked that there was no process for defining programs in STEM. He said that some programs designated as STEM did not seem to belong in that designation. Governor Colson queried whether staff engaged in a dialogue with the institutions in determining Programs of Strategic Emphasis. Governor Tripp recommended that the Academic and Student Affairs Committee have a conversation on the subject of Programs of Strategic Emphasis.

A new metric – graduate degrees in STEM and Health – was recommended with a goal of 15,200.

With respect to metric 19 – faculty membership in national academies – Governor Tripp asked why the University of California was so successful in attracting national academy members. UF Provost Glover responded that the University of California System promotes its own members into national academy membership; therefore, a portion of the process was political. Governor Tripp asked, further, what we can do as a system to increase national academy membership. With respect to the political aspect of this metric, he asked whether the Board could pool its resources with other states in the South.

The metric for number of faculty designated as a highly cited scholar was recommended for removal.

A new metric – faculty awards – was recommended for addition with a goal of 75.

With respect to metric 21 – percent of undergraduate seniors assisting in faculty research – it was agreed that staff need to continue to work with the universities to determine how best to track this.

With respect to metric 22 – total R&D expenditures – it was recommended that the goal be reduced from \$3.25B to \$2.29B. Concerns were stated over lowering the goal, but Committee members understood the impact of sequestration and decrease in available federal funds. Governor Morton asked what portion of the 2014 \$1.7B is health-related. UF responded that roughly half was health-related, and USF responded that approximately 57% was health-related. Staff was asked to prepare a description of how the \$2.29B R&D figure was calculated. Vice Chancellor Ignash remarked that the Council of Research Vice Presidents was meeting regularly and actively engaged with this issue.

With respect to metric 23 – percent of R&D expenditures funded from external sources – it was recommended to increase the goal from 67% to 71%. Vice Chancellor Ignash remarked that the recommended change represented a stretch goal but that staff believed that it was an appropriate goal to have.

With respect to metric 24 – highly regarded national programs – Governor Colson stated that the metric needs to be defined, because it is unclear as to who makes the determination that a program is highly regarded nationally and how. Governor Cavallaro suggested that the metric be added to the university work plan format so that each university can identify its programs that meet this metric. UWF President Bense said that an institution could have a stellar program without any way to capture it. Governor Tripp said that there should be a way to capture such a goal. Governor Link said that she believed that it was a goal worthy of having. After further discussion, the Committee decided that it was not possible to adequately measure “highly regarded national programs” and that this goal should no longer be included.

Metric 25 – number of patents awarded annually – was recommended as a new metric with a goal of 410.

With respect to metric 26 – number of licenses and options executed annually – it was recommended that the goal be increased from 250 to 270.

With respect to metric 28 – number of universities with the Carnegie Foundation’s Community Engagement Classification – it was recommended that the goal should be maintained to include all universities. Governor Colson queried as to whether there were costs associated with receiving the Community Engagement Classification. UNF President Delaney said that there costs associated with receiving the Community Engagement Classification.

The metric for percentage of students participating in identified community and business engagement activities was recommended for removal.

The metric for enrollment in professional training and continuing education courses was recommended for removal.

With respect to metric 29 – percentage of baccalaureate graduates continuing education or employed – Governor Morton suggested that the metric might be refined to indicate students who were graduating and getting jobs in their field of study. Governor Tripp took exception with that suggested refinement. Governor Levine said that it would be good to at least have that information if it was available. Governor Morton queried as to whether it was possible to get employer survey data to get at the issue of employer satisfaction with our graduates. Chancellor Criser indicated that the Board could work with the Florida Chamber of Commerce on this issue.

At the conclusion of the discussion, Governor Colson directed staff to come back with a finalized realigned Strategic Plan for formal action by the Committee.

3. Closing Remarks and Adjournment

There being no further business before the Committee Workshop, the meeting was adjourned on September 17, 2014 at 11:23 a.m.

Dean Colson, Chair

R.E. LeMon, Associate Vice Chancellor