

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
STRATEGIC PLANNING COMMITTEE  
UNIVERSITY OF WEST FLORIDA  
PENSACOLA, FLORIDA  
March 17, 2016

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

1. Call to Order and Opening Remarks

Governor Dean Colson convened the meeting of the Strategic Planning Committee at 4:38 p.m. on March 17, 2016 with the following members present: Governors Patricia Frost, Richard Beard III, Ned Lautenbach, Alan Levine, and Katherine Robinson. A quorum was established. Other Board members present were Governors Thomas Kuntz, Tonnette Graham, H. Wayne Huizenga, Jr., Wendy Link, and Norman Tripp.

2. Approval of Committee Minutes, January 20, 2016

Governor Colson called for a motion to approve the minutes from the Committee's January 20, 2016 meeting. A motion was made by Governor Levine, seconded by Governor Frost, and the motion carried unanimously.

3. 2014-2015 Accountability Report

Governor Colson said that the Committee's next item was to consider for approval the 2014-2015 Annual Accountability Report. He said that the report contained narrative and metrics on the progress made toward Board of Governors Strategic Plan goals including but not limited to enrollments, degrees awarded, retention rates, graduation rates, participation in distance learning, and research expenditures.

Chair Colson said that it was important to recognize that the State University System's (SUS) Accountability Report, its annual work plans, and its Strategic Plan have assisted in improving the productivity and quality of SUS institutions. He said that these tools have made the SUS a national model for increasing affordability, productivity, efficiency, and the preparation of graduates for a 21<sup>st</sup> Century workforce. Governor Colson then called on Vice Chancellor Jan Ignash to make a presentation.

Vice Chancellor Ignash began by thanking the Board of Governors and university staff who spent time working on the Accountability Report. She said that her presentation would provide a brief summary of more than 22,000 data points.

Dr. Ignash began by reviewing six-year graduation rates for First-Time-In-College (FTIC) students. She pointed out that, for the second year in a row, the SUS ranked first among the top ten largest states on this metric. Dr. Ignash noted the impressive percentage increase from 65% in 2011 to 71% in 2015 for six-year FTIC graduation rates. She said that a decline in the four-year Associate of Arts Transfers rate since 2013 was because three of the four universities with the largest Associate of Arts Transfer cohorts all experienced declines. Governor Colson asked why the rates had declined at those three institutions. Governor Link said that perhaps students were staying at Florida College System institutions to earn their baccalaureates rather than transferring.

Vice Chancellor Ignash next provided the six-year FTIC graduation rates for each institution's last five cohorts. She pointed out that Florida Atlantic University (FAU), Florida International University (FIU), the University of Central Florida (UCF), and the University of South Florida (USF) had all made dramatic gains over this time period. She especially noted the sixteen point increases made by FIU and USF. Chair Colson asked why Florida Gulf Coast University (FGCU) had experienced a six point decrease between its last two cohorts. FGCU provost Ron Toll said that the largest factor was that many FGCU students transferred to other SUS institutions where they were then successful. He noted that these transferring students had been tracked to 43 majors not offered by FGCU. He said that the calculation of the System's graduation rate did not recognize the success of the institution from which students transfer. A discussion ensued involving Governors Colson, Link, Huizenga, and Tripp, as well as Chancellor Criser and representatives from Florida International University and the University of North Florida.

In reviewing the four-year FTIC graduation rate for each institution's last five cohorts, Vice Chancellor Ignash said that the rates for nine universities have increased over the last year. She noted that Florida State University (FSU), the University of North Florida (UNF), FAU, FIU, and USF had all made dramatic gains between their 2007-11 and 2011-15 cohorts. She noted in particular the double-digit growth for UNF and USF on this metric.

Dr. Ignash then provided a chart showing FTIC student progression. She said that 40% of students graduate in their fourth year and that, combined with 4% who graduated in their third year, this produces a 44% four-year graduation rate. She noted that, similarly, another 21% graduate during their fifth year, and another 6% in their sixth year, bringing the six-year SUS graduation rate to 71%.

Dr. Ignash then turned to the topic of student retention. She said that this metric was particularly important because, of all performance-funding metrics, it is the quickest to demonstrate university action. Vice Chancellor Ignash said that eight universities have increased from 2013-14 to 2014-15, with notable year-over-year increases made by Florida Agricultural and Mechanical University (FAMU), FAU, and FIU. She said, further, that eleven universities had made gains over the past five years. She especially noted FAMU's 21 percentage point growth over the last five cohorts.

Next, Vice Chancellor Ignash discussed bachelor's degrees awarded without excess hours. She said that, including the USF System institutions, 12 universities have improved over the last year, most notably New College of Florida (NCF).

Dr. Ignash next provided a chart showing 10-year growth trends for undergraduate, graduate, and total SUS students. She said that the SUS had a total of nearly 400,000 students enrolled during the 2014-15 academic year, making it the second largest public four-year system in the United States. She noted that, over the last 10 years, total enrollment has increased 20%, undergraduate enrollment has increased 23%, and graduate enrollment has increased 22%. She noted, however, that undergraduate growth has slowed during the last three years, and that graduate growth has been flat for the last four years. Chair Colson said that, given this information, it appeared unlikely that the SUS would meet its 2025 Strategic Plan enrollment goals. Governor Tripp noted that in certain areas, there was no incentive for earning a graduate degree. Dr. Ignash said that this was especially true in the area of teacher education.

Vice Chancellor Ignash then turned to the subject of undergraduate class size. She said that the size of course sections was a more accurate way to look at class size than the more popular student-faculty ratio. She pointed out that the percentage of course sections with fewer than 30 students ranged from 91% at NCF to 48% at FIU. She noted that, at the System level, 59% of undergraduate course sections have fewer than 30 students, and that only 6% have 100 or more students.

Dr. Ignash next discussed bachelor's degrees awarded. She noted that nine institutions awarded more bachelor's degrees in 2014-15 than in 2013-14, with FAU, FGCU, and NCF making the largest percentage gains. The SUS awarded 61,791 bachelor's degrees during the 2014-15 academic year and this constituted a 2.8 percentage point increase over the number awarded in 2013-14. She noted, however, that the SUS was still not on the trajectory necessary for meeting its 2025 Strategic Plan goal.

Next, Dr. Ignash turned to graduate degrees awarded. She said that the SUS as a whole experienced a one percentage point decrease from last year. Although USF and the University of West Florida (UWF) increased graduate degrees by more than 10 percentage points over last year, the University of Florida (UF), FAMU, FGCU, and UCF reported declines. UF President Dr. W. Kent Fuchs was queried as to the decrease

at his institution. He said that most of the decline was at the master's-level and tied to the economy; however, he also acknowledged that UF needed to increase its production at the doctoral-level.

Vice Chancellor Ignash then provided information with regard to the most popular degrees by academic discipline in the SUS. Business management continued its longstanding trend of being the most popular discipline for SUS graduates, in which 20% of all SUS degrees were awarded. Degrees in health professions, social sciences, education, and psychology comprise the next four most popular disciplines. She noted, further, that 79% of all degrees awarded in the SUS were in the Top 10 most popular disciplines.

Dr. Ignash next turned the Committee's attention to the production of degrees in science, technology, engineering, and mathematics (STEM). She said that her presentation of data did not include health-related degrees. She noted that 21% of SUS bachelor's degrees granted in 2014-15 were awarded within a STEM discipline, representing a three percentage point increase since 2010-11. This increase translated into more than 3,000 additional STEM bachelor's degrees awarded annually. The percentage of bachelor's degrees in STEM ranged from 12% at UNF to 36% at UF. Further, FAU, FSU, and UF led the SUS in the growth of STEM bachelor's degrees over the past five years, with each having grown six percentage points. NCF was queried as to why its percentage number had dropped. NCF President Dr. Donal O'Shea said that the percentage drop was due to the small student population at NCF and that minimal headcount changes could have a substantial impact on percentage figures.

Vice Chancellor Ignash then turned to professional licensure and certification pass rates. She said that ultimate pass rates, regardless of the number of attempts, are typically near 100% in the SUS.

Dr. Ignash next provided data on research expenditures, noting that in 2013-14, SUS research expenditures were \$1.88 billion, an increase of \$96 million from the prior year, with annual growth led by UCF, UF, and USF. National data from 2013-14 showed that Florida was once again ranked fifth for research expenditures for public universities. Further, it was important to note that Florida showed the highest growth rate over the last five years among the five largest states. With regard to utility patents, Dr. Ignash said that the SUS is the leading receiver of patents issued within Florida, with 1,212 patents awarded over the past five years.

Vice Chancellor Ignash reminded the Committee that the 11 SUS Centers of Excellence have produced \$583 million since their creation in 2003, representing a direct return of \$7.43 for every state dollar invested. With regard to the 538 other institutes and centers in the SUS, Dr. Ignash said that 83% of their \$635 million expenditures in fiscal year

2014-15 were from non-state funding sources, which translated to a \$4.87 return for every state dollar invested.

After Dr. Ignash concluded her presentation, Chair Colson asked for a motion to approve the 2014-15 State University System Accountability Report. A motion was made by Governor Levine, seconded by Governor Lautenbach, and the motion passed unanimously.

#### 4. Online Education Goals for Inclusion in the 2025 System Strategic Plan

Chair Colson said that the final agenda item was with regard to online education goals for inclusion in the 2025 State University System Strategic Plan. He reminded Committee members that, when the Board of Governors approved revisions to the 2025 System Strategic Plan on November 6, 2014, a placeholder was included for 2025 goals for distance-learning/online metrics and that a recommendation would be forthcoming from the Innovation and Online Committee. He advised his Committee that the Innovation and Online Committee met on January 16, 2016 and approved two metrics to recommend to the Strategic Planning Committee. Chair Colson then called on Governor Lautenbach, Chair of the Innovation and Online Committee, to provide his Committee's recommendations, noting that, if approved by the Strategic Planning Committee, a recommendation would be made to the full Board of Governors for consideration.

Governor Lautenbach said that the 2025 Strategic Plan for Online Education focused on three primary elements: quality, access, and affordability. He said that the Plan includes several performance indicators that his Committee will be tracking related to all three elements. He noted that, after careful review, the Innovation and Online Committee selected two metrics to recommend to the Strategic Planning Committee for inclusion in the System's Strategic Plan, one related to quality and the other to access.

Governor Lautenbach indicated that the recommended quality goal is that 90% of SUS courses in the Florida Virtual Campus Online Catalog bear a "high quality" rating. He said that the Online Catalog contains online courses and programs in both the Florida College System and the SUS. He noted that reaching this goal would require a jointly agreed-upon definition of "high quality" online courses, and that a certification process would need to be created in order to determine that courses meet such a definition.

Governor Lautenbach said that the recommended access goal is 40% of SUS undergraduate FTE enrollments in online courses. He noted that, in 2013-14, 20% of undergraduate FTE enrollments were in online courses, and that the level was anticipated to double by the year 2025. He said that because this is the first time the SUS has set a goal for enrollments in online education, a goal of 40% may be higher or

lower than appropriate. He noted, however, that by monitoring over time, the goal could be adjusted if necessary.

Governor Colson asked for a motion to approve the online education goals for inclusion in the 2025 System Strategic Plan as recommended by the Innovation and Online Committee. A motion was made by Governor Lautenbach, seconded by Governor Levine, and the motion passed unanimously. Governor Colson said that the recommended goals would be forwarded to the full Board of Governors for consideration.

5. Concluding Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 5:34 p.m.

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

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Dean Colson, Chair