



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

**Board of Governors Staff Observations
Regarding 2016 University Work Plans**

Revised

June 2016

University of Central Florida

Major Challenges / Items of Particular Note

UCF's newly created Downtown Campus presents challenges as well as opportunities. Challenges include ensuring that projected student headcount enrollments are met, and that interdisciplinary activities remain on-going as faculty leave for the Downtown Campus. UCF will closely monitor the building of more physical infrastructure to ensure that the Downtown Campus remains on-track.

UCF needs to work toward reducing its high student-to-faculty ratio.

Due to its large transfer population, UCF's substantial number of major-specific courses need to be offered. Such courses are more costly than general education course work.

How is the University addressing the issue of excess hours? UCF has made improvements this year over last year, but the University still has the second lowest percentage of students in the SUS who graduate without earning excess hours en route to the bachelor's degree.

In citing the "power of scale," UCF, as a multi-campus university correctly notes it is the largest of the SUS institutions. At the March Board of Governors meeting, Board staff presented data on declining enrollments at some of UCF's regional sites. What plans does the University have to address these declining enrollments at some of the sites? Is closing some of the sites on the table?

The University states that it plans to increase the number of tenured and tenure-track faculty by 25% and increase the percent of full-time faculty in academic units by 65%. Can UCF explain in more detail how it intends to proceed with this strategic initiative?

Mission and Vision

The UCF mission is appropriate to the institution. UCF is a multi-campus, metropolitan research-intensive university, responding to the economic, cultural, intellectual, environmental, and societal needs of the Central Florida region. UCF's intentions are to provide experiential learning, scholarship and impactful research, and student leadership growth. UCF is engaged in highly relevant continuing education and public service initiatives that address pressing

local, state, national, and international issues. UCF places a great premium on partnerships with business and industry, with proximate postsecondary institutions, and with regional health related institutions.

Excellence and Opportunities

UCF provides excellent distance learning opportunities. UCF's College of Optics and Photonics is nationally and even internationally recognized for its research. UCF's relatively new College of Medicine is housed in one of the finest facilities in the nation with other health related endeavors and facilities nearby. The College's research portfolio is growing and will grow further over time.

UCF's 2+2 DirectConnect is an excellent model of what institutions, working together, can do to accelerate student transfer. UCF performs well in areas such as student retention, progression, and graduation rates.

Developing the recently approved UCF Downtown Campus is a clear opportunity for UCF, but not without its challenges.

Florida Atlantic University

Major Challenges / Items of Particular Note

FAU should (and has indicated that it will) focus on all metrics associated with student success: timely progression toward degree, improving retention and FTIC six-year graduation rates, and increasing four-year graduation rates.

FAU has the lowest second year retention rate with at least a GPA of 2.0 among the SUS institutions, even though the University is improving on this metric.

In Fall 2015, FAU had the lowest percentage of freshmen in the top 10% of its high school graduating class.

In 2013-14, FAU had no nationally ranked programs in research expenditures by broad discipline category for the seven institutions listed on this preeminence metric and was tied for last in the number of science and engineering disciplines ranked in the top 100 by expenditures of the seven schools listed on this preeminence metric. What is the University doing to increase its research profile?

Mission and Vision

The mission and vision are appropriate to the institution. FAU cites its multi-campus structure as a distinguishing feature. FAU aspires to be known for the quality of its programs across multiple campuses and classified as a very high research institution actively engaged with its community.

The University's new focus on shifting the campus culture to 4-year graduation rates and promoting undergraduate research is commendable.

Excellence and Opportunities

FAU's strategic location is an asset. FAU intends to capitalize on its location in a strategic corridor stretching along more than 100 miles of coastline between America's Everglades and the Atlantic Ocean. Programs of current or emerging strength include neuroscience, ocean science and engineering/environmental sciences, and sensing and smart systems.

FAU is "right-sized" with regard to the percentage of baccalaureates awarded in Programs of Strategic Emphasis.

Agreements with Scripps Florida and the Max Planck Florida Institute for Neuroscience are facilitating research and educational programming that will recruit promising scientists and provide opportunities for external funding. FAU's relatively new College of Medicine is a positive asset for the institution and will only increase as its research portfolio grows.

Research areas are focused and well-articulated, and the academic programs FAU intends to implement appear to be a good fit with the University. In particular, the *Tech Runway* initiative represents a commendable focus on growing ROI on research.

The University's focus on targeted hiring of new faculty and growing the research function, especially in Healthy Aging, Neurosciences, Ocean Sciences and Sensing and Smart Systems, is very well aligned with Florida's needs. Key targeted faculty hires show excellent strategic planning and action.

FAU is notable for its planned increase in its FTIC high school class rank. FAU has recently adopted a new strategic plan that includes increasing admission requirements.

FAU is rightly proud of the diversity of its student body. What does the University mean when it states that it will “. . . build[ing] on our ethnic diversity to also become a geographically diverse population of students.” Does this refer to recruiting students from all over Florida, or from other states, or internationally, or all three?

FAU’s “Pillars and Platforms” strategy is notable, whereby Pillars define institutional programs that are focused on creating knowledge to benefit society, and Platforms represent scholarly activities that apply to and support the Pillars.

The University’s “Soar in Four” effort to entice more students to graduate in four years is notable, and will positively impact time-to-degree.

The University’s “Pathways to Graduate Education” initiative is timely and aligns very well with the Board’s focus on research, which includes graduate education.

The University has made strides in rebuilding FAU’s standing in the community. It is noteworthy that FAU has filed the application for the Carnegie Community Engagement Elective Classification. This represents a major turnaround over the past several years.

Florida State University

Major Challenges / Items of Particular Note

What specific plans and strategies with FSU employ to make it into the Top 25? How is the University spending its preeminence dollars to support efforts to get into the Top 25 in national rankings?

FSU’s identification of the need to recruit and retain faculty is appropriate. What exactly is FSU doing to hire and retain star faculty?

FSU needs to continue to focus on improving the % of bachelor’s graduates enrolled or employed at \$25K or higher and the median wages of its graduates. It is the lowest among all SUS institutions on these two metrics, after FAMU and New College.

FSU's 6-year graduation rate, at 79.3%, is good. What are the 6-year graduation rates for FSU's national peers, especially those peers that are among the Top 25 in national rankings?

What is FSU doing to increase faculty awards? This number dropped this year.

Why did FSU's scores also decline on the number of professional licensure & certification exam pass rates above benchmarks in Nursing, Law and Medicine? 2016 Actual was 2 out of 5 exams. The year before it was 3 of 5.

FSU will need to strive to improve on preeminence metrics if it wishes to reach its status as a top-ranked university nationally.

In 2014-15, FS had the lowest percent of bachelor's as well as master's degrees in STEM and health.

FSU notes that reducing time-to-degree for transfer students is part of the University's efforts to enhance affordability. How much of an issue time-to-degree for transfer students? Does FSU's unique general education requirements, which are up to 6 credits of coursework that are allowed as a result of the preeminence legislation and that cannot be earned through any acceleration mechanism, potentially contribute to longer time-to-degree for transfer students?

Mission and Vision

The mission and vision are appropriate to the institution. FSU focuses on technology, the arts, humanities, and workforce-related professions while being strongly rooted in the traditions of the liberal arts. FSU aspires to be "one of the world's premier institutions of higher education," and certainly one of the top 25 public universities in the U.S.

Excellence and Opportunities

FSU is designated by the Board of Governors as a Preeminent State Research University. FSU has several nationally recognized programs—from the high Magnetic Field Laboratory to visual and performing arts, including its film school. FSU initiatives include targeting access and affordability with a variety of tools and strategies, and investing in new practices and new ways of using technology that enables the University to become more efficient. FSU will introduce additional efforts to reduce the time—to-degree, especially for transfer students; additional scholarship programs; and a focus on reducing student debt.

While the FSU College of Medicine is clearly an asset, its mission is not typical of most medical schools, which serve as generators for accumulating research funding. Programs within the College such as gerontology are notable.

The programs that FSU intends to implement, both in 2016-17 and on into the out-years, are appropriate and, in engineering, consistent with FAMU's plans.

Florida Gulf Coast University

Majors Challenges / Items of Particular Note

FGCU references "Emerging Preeminence. FGCU can and should continue and aspire to excellence, but excellence is not synonymous with Emerging Preeminence, which is legislatively defined in Florida. FGCU has achieved the benchmarks in none of the 12 preeminent metrics.

FGCU makes reference to exploring the feasibility of a School of Dental Medicine and a School of Pharmacy. A School of Dentistry does not fit within FGCU's mission. Furthermore, the gap analysis conducted by the Board's Health Initiative Committee demonstrated that Florida had enough dentists. A School of Pharmacy also does not fit within FGCU's mission. FGCU awards the lowest number of degrees in the health sciences of any of the SUS institutions. FGCU has fewer resources to build upon for dental and pharmacy programs than other SUS institutions. The cost-per-degree to establish these programs at FGCU will be significantly higher than elsewhere in the system.

FGCU's cites as its biggest challenge in the immediate future improving its four-year graduation rate. FGCU states that it intends to "Implement policies and practices to keep students on a successful pathway to four-year graduation." What specifics are there to support this statement? What activities is the university undertaking to accomplish this?

Please explain the impetus for establishing the health practice clinics. How will the clinics will improve faculty teaching and mentoring of students? How will this impact faculty research?

FGCU cites an intention to “Improve resources and structures to foster faculty research and scholarship while also expanding opportunities for undergrad and graduate student research.” What specifics are there to support this statement? What activities will the university undertake to accomplish this?

The University is to be commended for creating an Honors College to recruit academically better-prepared students. How will FGCU market itself to local high schools in an attempt to recruit these students? How will they work with local high school guidance counselors?

Mission and Vision

Florida Gulf Coast University, a comprehensive institution of higher education, offers undergraduate and graduate degree programs of strategic importance to Southwest Florida and beyond. As the only university in its service area, FGCU is particularly focused on addressing regional needs.

Excellence and Opportunities

The success of FGCU’s focus is demonstrated by the number of students that are gainfully employed in professional positions after graduation. FGCU values both community partnerships and worthwhile public service. FGCU’s focus on environmental sustainability is notable.

FGCU’s 2016-2021 strategic plan focus on academic excellence and entrepreneurship is appropriate to a comprehensive-regional university. FGCU also intends to focus on connecting academic programs with employment opportunities for its graduates. The focus on student outcomes after graduation is commendable.

FGCU intends to implement only two new academic programs in 2016-17. The list of programs to be explored in the out-years is more ambitious.

Marine and environmental sciences is included in FGCU’s mission statement as a program of strategic emphasis. It would be appropriate to develop this area even more into a truly preeminent program. FGCU can build upon its locational and programmatic strengths in this area to create a truly world-class program.

New College of Florida

Major Challenges / Items of Particular Note

NCF's retention rate requires concentrated improvement. This will involve expanded advising resources, coordinated communications, and workshops for first-year students engaged in independent study.

NCF's reputation as one of the very best public liberal arts colleges in the United States is well-known and well-earned. NCF's traditionally greatest strengths – its small classes, its one-on-one instruction, the involvement of its students with research, and its requirement of a senior thesis – should be valued and maintained.

Please explain what New College intends when it states (p. 5) "We will replace the majority of our Student Affairs staff."

NCF's percent of bachelor's graduates enrolled or employed and earning at least \$25,000 a year is the lowest in the SUS, as is its median wages of recipients employed full-time in Florida one year after graduation. How well are efforts to improve these two metrics working?

Please describe in more detail how New College intends to improve external research funding and increase resources for faculty research.

Mission and Vision

The mission and vision are appropriate to New College of Florida and include providing a liberal arts education of the highest quality in the context of a small, residential public honors college. NCF aspires to be the preeminent public residential arts and sciences college in the United States.

Excellence and Opportunities

NCF has recently adopted a new strategic plan that includes increasing admission requirements.

NCF is currently the 4th ranked public liberal arts college in the nation. NCF is characterized by the excellence of its faculty and its highly individualized programs of study.

Construction will soon begin on the new Heiser science wing, expanding the laboratory, research, and teaching spaces for growing numbers of STEM students. NCF recently implemented an MS in Data Science and will soon graduate its

first cohort and, if successful, the master's-level program will enhance opportunities for partnerships and linkages with business and industry.

NCF does not intend to implement new academic programs, either in 2016-17 or in the out-years.

New College is to be commended for its strong new focus on career services for its students. The College stated that in the 2015-16 academic year, it reached 575 students regarding career goals, internships, and applications for fellowships for grad school. With a student body of around 850, that is impressive.

New College's new focus on quantitative literacy sounds promising. As a follow-up, it would be interesting to receive feedback about how this change affected student learning once it has been implemented.

University of South Florida System

Major Challenges / Items of particular Note

The USF System's goal to increase the number of graduates in Programs of Strategic Emphasis is ambitious, as is its goal to improve on its Academic Progress Rate.

The challenges for USF Tampa include maintaining momentum in student success while working to increase budgetary efficiencies and hold down costs for students. At USF St. Petersburg, challenges include increased needs for teaching and laboratory space as STEM programs grow, and improving graduation and retention rates. For USF Sarasota-Manatee, a primary challenge is finding ways to enhance the campus-life experience as it builds its lower-division student population.

Mission and Vision

The University of South Florida System represents a distinctive system whereby its three institutions develop missions and strategic plans that best fit the communities they serve while also working together to achieve synergies and economies of scale. USF Tampa is classified by Carnegie as a very high research university, and is seeking AAU eligibility. USF St. Petersburg and USF Sarasota-Manatee focus on faculty excellence, student success, strategic

partnerships with their communities, and taking advantage of the resources of the Tampa campus. The goals and missions of the three institutions will help bolster the USF System's collective strengths.

Excellence and Opportunities

USF Tampa is classified by Carnegie as a doctoral research university. Pending Board of Governors approval, USF Tampa will be designated as an Emerging Preeminent State Research University. The System has created a robust accountability system to track key metrics. USF Tampa and USF St. Petersburg are both recognized by the Carnegie Foundation as community engaged universities. Both USF Sarasota-Manatee and USF St. Petersburg are developing successful STEM programs that address local and statewide workforce needs that play an important role in regional economic development. Both USF St. Petersburg and USF Sarasota-Manatee offer students an intimate campus experience and a high level of student-faculty interaction.

The USF System is once again a top performer in the Board's performance funding model.

USF's research portfolio is clearly a strength, especially in the health sciences and activities associated with its medical school. This strength should only increase with moving its college of medicine to better facilities in downtown Tampa, where it will be proximate to the USF Center for Advanced Medical Learning and Simulation and the USF Heart Institute.

The System's number and type of new degrees planned, both for 2016 and on into the out-years, appear to be appropriate.

University of South Florida Tampa

Major Challenged / Items of Particular Note

How does USF-Tampa plan to reach preeminent status? How many years will this require?

Moving USF Tampa's Morsani College of Medicine and its Health Heart Institute to downtown Tampa will be an exciting but heavy lift that will entail a great expenditure of energy. Like most major research institutions, USF Tampa will be challenged to have sufficient faculty and physical infrastructure to continue on a path to the highest national prominence.

Mission and Vision

The mission and vision are appropriate to the institution. The USF Tampa's mission is to deliver competitive undergraduate, graduate, and professional programs, to generate knowledge, foster intellectual development, and ensure student success in a competitive global market. USF Tampa is a global research university dedicated to student success and views itself as Florida's leading metropolitan research university. Accordingly, USF Tampa is focused on student success in the context of a global curriculum, learner-centered research, major research and scientific discovery, and university-community partnerships via scholarly research and technological innovation.

Excellence and Opportunities

USF is a Carnegie-classified Doctoral Research University, Highest Research Activity, positioned for membership in the Association of American Universities. Pending Board of Governors approval, USF Tampa will be designated as an Emerging Preeminent State Research University. USF Tampa's hosting of the National Academy of Inventors demonstrates the USF Tampa's commitment to research excellence.

USF Tampa has leveraged its strength in STEM education and research as part of a new STEM initiative aimed at better connecting students in STEM with the region's workforce. Another key initiative that will build momentum in the coming months and years is the move of the Morsani College of Medicine and USF Health Heart Institute to downtown Tampa, creating synergies and opportunities for collaboration with health professionals throughout Tampa's metropolitan core and at USF Tampa's main teaching hospital, Tampa General Hospital.

USF Tampa's research profile is generally high, and even more so in health-related research, some of which is nationally recognized. The USF Tampa College of Medicine is a great strength for USF Tampa. USF Tampa is also advantaged by its Center for Advanced Medical Learning and Simulation, a world-class health-related facility.

University of South Florida St. Petersburg

Major Challenges of Note

The USF St. Petersburg's top priority is student success through increased student retention and graduation rates. A challenge is the limited opportunity for physical expansion. USF St. Petersburg's plan to grow to 10,000 students by 2025 presents the typical needs associated with growth. As USF St. Petersburg grows, it will need to concentrate on

acquiring the faculty, infrastructure, and sustainable funding to meet future needs. Specifically, USF St. Petersburg will have increased demands for teaching and laboratory space, as well as for financial aid to assist its student population.

Mission and Vision

The University of South Florida St. Petersburg's mission is appropriate to the institution. USF St. Petersburg serves a primarily undergraduate and master's-level student population while contributing to and benefiting from the association, cooperation, and shared resources of a major research university.

Excellence and Opportunities

USF St. Petersburg cites as strengths its excellence in teaching, high levels of faculty-student interaction, and collaborative community engagement and partnerships. Another strength is the institution's location in the heart of St. Petersburg's culture and arts corridor, its premier health facilities, and its business district. The University's core capabilities include excellence in teaching through all forms of delivery, high levels of faculty-student interaction, and collaborative community engagement and partnerships. The fact that the USF St. Petersburg is young and still developing as an independent institution enables its ability to shape its own destiny.

One of the institution's goals is to increase annual enrollment to 10,000 students by 2025.

University of South Florida Sarasota-Manatee

Mission and Vision

The University of South Florida Sarasota-Manatee's mission and vision are, for the most part, appropriate and sufficiently restricted to the institution. The USF Sarasota-Manatee provides high quality bachelor's- and graduate-level education and scholarly activity in a personalized learning community.

USF Sarasota-Manatee's reference to becoming "nationally recognized" does not fit with the institution's mission.

If USF Sarasota-Manatee is positioned to be relatively challenge-free in the coming years with the exception of additional STEM infrastructure that may be necessary to achieve its planned and necessary growth in this area.

Excellence and Opportunities

USF Sarasota-Manatee serves its market by offering a mix of online and classroom instruction at times that are convenient to a commuter student population, addressing the specific higher education needs of the region. USF

Sarasota-Manatee provides access to a personalized, learning experience that permits students to “learn where they earn.” USF Sarasota-Manatee capitalizes on its low student-to-faculty ratio. As a member of the USF System, USF Sarasota-Manatee benefits from the efficiency of shared resources, a unified brand that yields identity and impact, and the opportunity for collaboration with other USF System institutions. One such example is a new partnership between USF Tampa and USF Sarasota-Manatee in engineering, whereby USF Sarasota-Manatee students will complete two years of pre-engineering coursework and then transfer to the USF Tampa campus to obtain a baccalaureate in engineering. USF Sarasota-Manatee’s new College of Science and Mathematics will expand laboratory and research space, and increase enrollment growth in STEM and Areas of Strategic Emphasis programs.

University of West Florida

Major Challenges / Items of Particular Note

UWF recognizes the importance of increasing its visibility and reputation.

UWF’s goals relative to increasing the number of graduates in Programs of Strategic Emphasis at the master’s-level are ambitious. In 2014-15 UWF’s percentage of graduate degrees in Programs of Strategic Emphasis was the lowest in the SUS. The academic programs that UWF intends to implement in 2016-17 are modest and appear to be appropriate. UWF proposes to explore six doctorates, however, including the Doctor of Nursing Practice, in the 2017-19 out-years. The University should review whether 6 doctorates is too many to develop and implement over the next three years.

UWF will need to focus on challenges associated with improving performance on key indicators such as student persistence and graduation rates which, in turn, require more resources and human capital.

Under Key Initiatives, the University notes that it will invest in “focused initiatives and high-impact practices to improve student engagement, learning, retention and subsequent job placement.” What activities is UWF planning to undertake to promote this?

UWF’s 6-year graduation rates and 2nd year retention rates are among the lowest in the SUS. After making progress and improving from 46.4% to 50.5% with last year’s cohort, UWF’s 6-year grad rate fell back to 46.7%. Could the University please explain the decline? What specific action is the University taking to improve the rate?

Another challenge is UWF's location in the Florida Panhandle. While this location provides access to students from the Panhandle area, it also risks seeing prospective students leaving its service area for neighboring states.

Under the Statement of Strategy, what is meant by "appropriate balance?" Is it UWF's intention to target specific audiences to change the enrollment mix of students? For example, greater numbers of residential students? Or graduate students? Which populations of students is UWF targeting?

Mission and Vision

The mission and vision are appropriate to the institution. UWF's mission is to provide students with access to high-quality, relevant, and affordable undergraduate and graduate learning experiences; and to engage in community partnerships that respond to mutual concerns and opportunities that advance the economy and quality of life in Northwest Florida.

Excellence and Opportunities

UWF intends to contribute to statewide economic development through programming in STEM and by entering into partnerships with other SUS institutions to address shortages in critical, high-skill, high-wage areas of strategic emphasis such as cybersecurity, mechanical engineering, entrepreneurship, supply chain logistics, and nursing.

UWF cites as strengths its smaller classes, its focus on targeted and applied research, its public-private partnerships, and its extensive community service and engagement.

UWF cites as an opportunity its 50th anniversary in 2017, and embarking on a multi-million dollar comprehensive campaign to help raise funds and awareness for its strategic priorities.

UWF intends to invest in focused initiatives and high-impact practices that improve student engagement, learning, retention, and subsequent job placement and professional success.

UWF will lead the implementation of Complete Florida, creating a pathway for two million adults in Florida to return to college to earn a degree, and will also host the Florida Virtual Campus, which provides statewide services to online learners.

The University is to be commended for achieving the Carnegie Community Engagement Classification.

Florida International University

Major Challenges/Items of Particular Note

FIU has indicated the need to increase the number of graduates by 20% by 2020 to meet the workforce needs of South Florida. Each year, FIU adds 2,000 students. Does the university have the resources and the infrastructure if the planned growth to 65,000 students by 2020 is realized? Is this kind of growth manageable?

FIU's goal to increase graduates in Programs of Strategic Emphasis at the masters-level 5+% points by 2018-19 will require good planning and further resources. FIU's intention of substantially improving its Academic Progress Rate metric is also ambitious.

Under Key Initiatives, "Preeminent Programs," these programs aren't identified in FIU's Work Plan. What are they?

The intention of implanting a program in pharmacy in the out-years should be a conversation with the Board.

FIU still needs to work on the % of bachelor's degree graduates without excess hours. They are #3 among SUS institutions for students with excess hours.

FIU meets none of the preeminence benchmarks metrics for the seven schools listed.

Mission and Vision

Florida International University's mission is appropriate and well-conceived. The institution is playing to its strengths as an urban university that serves a highly diverse student population. FIU graduates more Hispanics than any other university in the nation. FIU is building on its growing successes in research and collaborative engagement with its local and increasingly global communities.

Excellence and Opportunities

Very important information is included under "Student Success" in Key Initiatives and Investments regarding FIU's focus on critical gateway courses (e.g. high enrollment, foundations courses with high failure and/or attrition rates). FIU describes an excellent strategy to help students succeed.

FIU is ranked 17th by *Washington Monthly* for its engagement and contributions to its community through social mobility, research, and service. In addition, FIU is ranked by *Forbes* magazine as the second best Florida employer in this year's "America's Best Employers" list.

FIU's relatively new medical school provides a great opportunity to increase its research funding.

The 3rd Key Initiative, "StartUp FIU" should be an effective strategy for promoting research and tech transfer.

It is commendable that FIU is #1 among SUS institutions for % of bachelor's graduates enrolled or employed with salaries of \$25,000 or more and #1 in median wages of bachelor's degree graduates. They are also second in lowest cost per degree in the SUS, just behind UCF.

University of North Florida

Major Challenges / Items of Particular Note

UNF's master plan calls for growth of up to 25,000 on-campus students. This will require the resources typical of such growth: expansion of the physical plant and increasing the number of faculty. Achieving such growth will require enhanced scholarship and financial aid packages. It will also be important for UNF to not lose the strength of small class sizes. UNF's goal of increasing the number of graduates in Programs of Strategic Emphasis is ambitious, but the University is exploring the right types of programs to implement.

When UNF notes that it intends to increase admissions from untapped markets, these markets are not defined. Where will these students come from? Concomitantly, UNF notes (on page 7) that the university has "increased its admissions standards for first-time-in-college students." Will this increase in selectivity continue with the new markets?

Although UNF is in the middle among SUS institutions for 6-year graduation rates and FTIC 2nd year retention with at least a 2.0, it is still considerably below the SUS average and needs to continue to improve in these areas.

UNF has carefully aligned many of its programs with the needs of the region and of the state of Florida. In the out-years, however, the list of programs that will be explored is extensive (16 baccalaureates, 9 master's-level, and one doctorate). This list may be too extensive to be a good three-year programmatic strategy plan. While the types of programs are appropriate to certain of UNF's strengths, UNF will likely not be able to implement all of these programs and might consider whittling down the list.

Mission and Vision

The University of North Florida's mission is to provide high quality undergraduate education and graduate programs that respond to local needs. UNF strives to be a leading comprehensive university with targeted graduate programs, often in applied fields, as well as strong yet focused research in areas where there are unique regional opportunities and needs. UNF aspires to be an excellent public institution of higher learning that will serve the North Florida region, providing distinctive programs in the arts and sciences and professional fields. UNF's market is determined by the size, the socioeconomic, and the geographic characteristics of the region, and the composition of the region's collaborative capabilities.

Excellence and Opportunities

Throughout the narrative section, UNF does a good job of highlighting its regional economic strengths (health care industry, shipping, trade, financial services and logistics) and then describing how the programs it offers, its partnership with the local state college, and its intention to continue to strategically enhance allocations of new resources and reallocate existing resources to these areas is spot on. The University has identified 3 multidisciplinary focus areas of strength that align with regional economic activity and/or distinction: health and biomedical science; commerce; and coastal science and engineering. This is an excellent strategy and UNF is to be commended for doing this work.

UNF is advantaged by its small class sizes. UNF is characterized by offering strong STEM programs (biology, chemistry, physics, and coastal science and engineering), and these programs are increasing in their research dollars. A noteworthy program in coastal biology and newly developed strength in coastal engineering is supported by the Taylor Engineering Research Institute. Intentions to implement new academic programs in 2016-17 are appropriately focused and minimal.

UNF's focus on coastal science and engineering is an excellent fit for the university's location and existing programs in Coastal Biology and Coastal Engineering. The University's intention to add cognate programs in coastal geology and port engineering is also an excellent strategic choice of new programs.

Similarly, UNF's geographic location is an excellent one to support its intention to strengthen its logistics and transportation programs and develop the new supply chain management program. These are excellent programmatic choices for UNF.

UNF notes that "A growing number of UNF students pursue graduate training in professional schools (medical, dental, veterinary, etc.) building upon the foundation they receive in our biology, chemistry, and physical pre-medical tracks." The University wisely is not pursuing expensive graduate programs and instead is focusing on successfully preparing its undergraduates in these science-intensive majors to continue with graduate education at institutions that already offer medical, dental and veterinary programs.

It is commendable that UNF continues to affirm that "A high quality undergraduate educational experience remains the central institutional priority at UNF." This is the right focus.

The re-structuring of UNF's Career Services into a more decentralized model in which career coordinators are assigned to each of the UNF colleges should result in more effective career counseling. In this model, it would be expected that counselors would have greater knowledge of and investment in the students, as well as employment trends in that particular field(s). It would be interesting to see follow-up information on how well this model is working in a few years.

UNF is to be commended for implementing proactive strategies to ensure undergraduate success. To help promote student success in STEM, UNF is offering a pre-semester course to better prepare students for introduction biology courses, which are foundational gateway courses to many majors in STEM. UNF notes that support in gateway courses often results in a half-letter grade improvement in students' grades.

University of Florida

Challenges / Items of Major Note

What strategies is UF employing to become a top-ten ranked university nationally? How will it improve on preeminence metrics?

How does UF plan to address challenges regarding resources concerning the following areas?

- the ability to compensate faculty at nationally competitive levels,
- the ability to provide nationally competitive graduate stipends to attract the best graduate students,
- the money needed to refresh and rebuild an aging infrastructure, and
- the ability to provide need-based student financial aid to undergraduates to afford them access to higher education

Mission and Vision

The University of Florida is a comprehensive learning land-grant institution dedicated to excellence in its education, research, and public service.

Excellence and Opportunities

UF has too many excellent programs to name here, but UF is especially strong in engineering, agricultural sciences (to include biodiversity and alternative fuel sources), and health related programs (to include neuroscience and cancer).

The UF College of Medicine is a great asset, as are associated institutes and centers such as UF's Brain Institute.

UF's College of Dentistry is highly regarded, and the College's output of graduates has been instrumental in seeing that Florida currently has an adequate number of dentists.

UF performs well on virtually all key performance indicators. It is difficult to move the needle when an institution is already excellent. Are there any key performance indicators that the University believes it will be able to improve even more?

UF expects to modestly grow at the undergraduate-level. UF has articulated the need to grow at the doctoral-level. This year, UF expects to implement doctoral programs in Family, Youth, and Community Service; and in Occupational

Therapy. In 2017-19, UF will consider implementing four baccalaureate-level, six master's-level, and four doctoral-level programs. Are these programs intended to be offered at the main campus? How will they contribute to the University's research profile?

Florida Agricultural and Mechanical University

Major Challenges and Items of Note

While its metrics have improved, FAMU is not performing well enough on a number of key performance indicators. The University's 6-year graduation rate is still the lowest in the SUS and its % of students who earn bachelor's degrees with excess hours is far and away the highest in the SUS. Also still needing improvement is the % of bachelor's graduates enrolled or employed and earning at least \$25,000 annually.

FAMU's cost per degree remains the highest in the SUS.

Notwithstanding that FAMU identifies a new focus on AA transfers, FAMU's Work Plan projects an AA Transfer enrollment of only 820 in Fall 2019, an increase of only 17 more students than Fall 2015 actual numbers.

The University's SACS Quality Enhancement Plan focus is appropriate - to improve licensure pass rates for health programs. This year's results, 0 in 4, is not acceptable.

Board staff have concerns about FAMU's proposed DNP because it duplicates a program at FSU.

The average household income for FAMU is \$33,000, as compared to the SUS average of \$76,000. FAMU has a much larger percentage of students at the lowest end of the "Below \$40,000" Family Income Group, including families who report \$0 income.

Mission and Vision

FAMU is an 1890 land-grant institution dedicated to the advancement of knowledge in a student-centered environment. FAMU sees itself as having a strong research mission while at the same time serving students who are challenged by their socio-economic status. The promotion of research is also reflected in FAMU's Vision Statement to be "...

internationally recognized as a best-in-class doctoral land-grant institution with a global impact.” FAMU is strongly dedicated to continuing its historic mission of educating African Americans.

FAMU clearly states its intention to promote faculty research and the actions to make that happen: “. . . the University seeks to enhance its standing as a doctoral research university through increased research activity by incentivizing faculty, particularly in STEAM and health related disciplines, with an expectation of increased external funding. In this regard, the University will examine faculty workload, including course-load, with the aim of increasing time for research in order to improve research productivity.”

FAMU aspires to have one National Academy Member by 2017 and a steady and reasonable increase in research expenditures, patents, and other outcomes associated with the research function.

Excellence and Opportunities

FAMU has some very good and excellent academic programs, including pharmacy, journalism, agriculture, and environmental sciences. Its architecture program is notable as one of only four in the SUS. FAMU needs to play to the strength of these programs to increase its national reputation in key niche areas.

The percent of research funded externally is very good.

Good focus on examining faculty workload, and increasing time for research and improving research productivity.

Good focus on enhancing monitoring of student progression through electronic means. Commendable that university has improved academic progress rate of FTIC students returning the second year by 21% since 2010.

The proposed doctorate in Aerospace Engineering is a good fit for the University.

In addition, FAMU is a top producer of minority graduates in the United States. FAMU is particularly important to the State University System for its production of minority graduates in STEM.

FAMU will model block tuition over the summer to see what effect it might have from a standpoint of promoting academic intensity, better graduation rates, and faster time-to-degree.

FAMU's key goals are the right ones: improving the retention rate of undergraduates in order to increase graduation rates, increasing graduates in STEM and health related fields, and broadening the student base. These goals are well-articulated and appropriate.

FAMU's decrease in the student loan default rate is noteworthy.

FAMU intends to implement four baccalaureates in 2016, mostly in STEM fields. Two master's- and specialist-level programs are planned, and two at the doctoral-level.