

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF FLORIDA
GAINESVILLE, FLORIDA
August 30, 2017

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

1. Call to Order

Governor Morton convened the meeting of the Strategic Planning Committee at 1:30 p.m. on August 30, 2017 with the following members present: Governors Jordan, Beard (by telephone), Frost (by telephone), Lautenbach, Link, and Tyson. A quorum was established. Other Board members in attendance were Governors Kuntz, Huizenga, Kitson, Patel, Stewart, Tripp, and Valverde.

2. Approval of June 20-21, 2017 Committee Meeting Minutes

Governor Morton called for a motion to approve the minutes from the Committee's June 20-21, 2017 meeting. A motion was made by Governor Lautenbach, seconded by Governor Jordan, and the motion carried unanimously.

3. System Summary of 2017-18 University Work Plans and Alignment with Board of Governors 2025 Strategic Plan Goals

Chair Morton advised the Committee that the next item on its agenda was for Vice Chancellor Jan Ignash to present a System Summary of 2017-18 University Work Plans and their alignment with 2025 *Strategic Plan* goals. He said that following the June Board of Governors meeting, staff analyzed data on key performance indicators regarding System-wide issues, statewide and national trends, and the extent to which the State University System is on-course toward meeting its 2025 *Strategic Plan* goals. He then called on Vice Chancellor Ignash to present staff's findings.

Vice Chancellor Ignash prefaced her presentation by saying that University Work Plans were first presented to the Board in 2010. She said that over the past six years, Work Plans have enabled University Boards of Trustees to communicate with the Board of Governors more clearly than ever before, and perhaps better than anywhere in the country. She noted that Work Plans are the “missing link” in many states’ strategic planning efforts. She said that the Board’s *2025 Strategic Plan* sets prospective goals for the future, its Annual Accountability Report provides a retrospective look to see how the System has moved toward reaching those goals, and University Work Plans help describe each university’s contributions toward meeting System goals overall. She noted that this was truly the definition of a State University System that is steering higher education in the direction of the state’s highest needs, rather than simply acting as a provider of resources or as a regulatory agency.

Vice Chancellor Ignash noted highlights including that retention and graduation rates are increasing, enrollment and degree growth is slowing, Programs of Strategic Emphasis are growing, research activity is growing again, excess hour rates are improving, and System-wide academic program coordination is working.

Dr. Ignash said that almost all institutions are planning for growth and that four – universities-- Florida A&M, FIU, UCF, and UNF--expect more growth from first-time-in-college students (FTICs) than from transfer students. She said that, overall, the System is expected to grow 5% in both FTICs and transfer admits, representing a total new undergraduate enrollment of a little more than 13,000 new students over the next 4 years.

Vice Chancellor Ignash then provided information with respect to Academic Progress Rate, that is, the percentage of full-time FTICs, who had at least a 2.0 Grade Point Average (GPA) at the end of their first year and who were retained anywhere in the System the following fall term. She noted that the Board uses this metric that to monitor student success instead of the standard retention rate that doesn’t include GPA, because FTICs who return for their second fall term with a GPA above 2.0 are eight times more likely to graduate within six years than students who begin their second Fall with a GPA of less than 2.0. She noted that the System is on-pace to reach the *2025 Strategic Plan* goal by the 2018-19 cohort.

With regard to six-year graduation rates, Dr. Ignash said that they have historically been a slow moving indicator, but that the SUS has made tremendous gains during the past few cohorts. She noted that this was a testament to the success of Performance Based Funding and the outstanding work being done by universities to help students persist and complete in a timely fashion. She said that if Work Plan projections are accurate, the System will reach its six-year graduation rate 2025 goal with the 2014-20 cohort, well before the expectations in the Board’s newly revised *2025 System Strategic Plan*. On the other hand, Vice Chancellor Ignash noted that five institutions had

lowered their 2013-19 goals by double-digits from their 2016 Work Plans to their 2017 Work Plans.

Next, Vice Chancellor Ignash discussed four-year graduation rates. She said that no institution lowered four-year graduation rate goals for the 2015-19 cohort, and three (UCF, UNF, and UWF) increased their goals by three or more percentage points. Dr. Ignash noted that the State University System's four-year graduation rate for FTIC students is moving in the right direction. She said it was important to know that the Board of Governors' 4-year graduation rate goal is 50%, and that for the latest cohort for which data was obtainable, 43% of FTIC full-time students graduated within 4 years from either the same university or from another State University System university, a 4% improvement over the past 5 student cohorts.

Turning to baccalaureate degree production, Dr. Ignash said that in 2015-16, the *2025 Strategic Plan* projection of 66,300 was higher than the actual 63,422 degrees awarded. She noted that university goals from the 2017 Work Plans have projected a slower rate of growth, and by 2019-20 the gap is projected to be 7,700 degrees. Vice Chancellor Ignash noted that, based on the most recent five-year historical trend, the gap between actual and the 90,000 stretch goal is projected to reach 10,000 degrees by 2025. She said that the slowing down in degree production reflects the slowing growth in undergraduate enrollment. In January 2018 the Board will engage in its periodic five-year review of the *2025 Strategic Plan* goals and will have an opportunity to discuss whether the decline in degree production should be addressed across the System. She noted that decline in degree production was important because the demand for higher education in Florida will continue to grow as the population continues to increase.

Vice Chancellor Ignash noted that, although the System may not be awarding as many bachelor's and graduate degrees as projected in the *2025 Strategic Plan*, it has increased the number of degrees awarded in Areas of Strategic Emphasis (PSE). She said that this has essentially resulted in a "curriculum shift" on campuses. She reminded the Committee that in order to promote the alignment of the State University System degree program offerings and the economic development and workforce needs of Florida, the Board of Governors maintains a list of five key areas known as the Programs of Strategic Emphasis that were last revised in November 2013. She said that this list is comprised of STEM, Health, Education, Global, and Gap Analysis. She indicated that the System surpassed its 2025 PSE goal of 50% this past year, with 51% of degrees awarded in PSE programs in 2015-16. Dr. Ignash noted, further, that it appears that the System will reach its 35% goal for STEM and Health by 2017-18.

Vice Chancellor Ignash then turned to the subject of students who earn bachelor's degrees without accruing more hours than the degree requires. She noted that the *2025 Strategic Plan* goal is to have 80% of bachelor's degrees awarded without excess hours.

Dr. Ignash indicated that fewer baccalaureate students are graduating with excess hours, and the System is on-pace to reach its 2025 target of 80%.

Vice Chancellor Ignash then discussed the average cost to the student for a 120 credit hour bachelor's degree, the Board's newest metric in the Performance Based Funding model. She said that in 2015-16, the average cost to the student for a bachelor's degree in the System was only \$14,820, and the trend shows that planned costs will drop to about \$14,000 by 2020, a 5% decrease. Dr. Ignash noted that this is a very different story from the national media headlines about runaway costs of higher education, and that it is important that Florida's high school students and their parents have this information when considering their postsecondary options.

Turning to Research and Development expenditures within the State University System Vice Chancellor Ignash noted that in 2015-16, the System spent \$2.12B on Research and Development, an increase of \$136M over the prior year. She noted that, based on 2017 Work Plans, the SUS will reach the *2025 System Strategic Plan* goal of \$2.29B by 2018-19. Dr. Ignash noted, however, that the trend for the Percentage of External Funding for the entire System continued to decline--from 55% to 53%. Vice Chancellor Ignash then concluded her presentation.

After thanking Vice Chancellor Ignash for her presentation Governor Morton said that the Committee's and the Board's approval of individual University Work Plans last June was an important exercise in understanding the expectations each university has for itself on performance metrics that are key to maintaining the State University System's position as one of the most focused and productive university systems in the entire United States. He said that the System-wide analysis provides the Committee with critical information to steer higher education in the direction of Florida's most critical needs. He noted that beginning in January 2018 the Board would begin an entire year review of the Board's *2025 System Strategic Plan* to assess whether or not the System is on-target with its 28 goals and, if not on-course, whether to adjust the Board's goals or to keep the original goals and develop strategies to reach them. Governor Morton said that the review would ensure that the Board's Plan is a living, breathing document that stays current and helps guide the System.

4. University Strategic Plans
 - University of West Florida
 - University of Central Florida
 - Florida Agricultural and Mechanical University
 - Florida State University

Chair Morton said that the next item on the Committee's agenda is to consider for approval the Strategic Plans of four universities. He noted that Board of Governors

Regulation 1.001(3)(c) requires that each University Board of Trustees adopt a Strategic Plan in alignment with the Board of Governors' *2025 Strategic Plan* and with the university's mission, and that University Strategic Plans are to be submitted to the Board of Governors for approval. Chair Morton said that Strategic Plans are especially important, because the articulation of quantifiable university goals and strategies has a one-to-one correspondence with the State University System's prospects of meeting its stated goals.

Governor Morton said that University Strategic Plans would be considered for approval over the course of several meetings and that the Strategic Plans of the University of West Florida, the University of Central Florida, Florida Agricultural and Mechanical University, and Florida State University would be considered at this Committee's meeting. He said that if approved by the Committee each university's Strategic Plan would be forwarded to the full Board of Governors for consideration to approve.

Governor Morton reminded the Committee that one of the observations he made after reading the Strategic Plans was that he thought all four Plans were characterized by an absence of tactical planning and metrics that could be used to guide both the universities and the Board of Governors to understand whether or not each of the universities was making progress. He said that strategic planning was not going to work without appropriate tactical planning. He encouraged all universities making presentations to bear in mind that, as Chairman, he would be particularly interested in whether the stated goals, objectives, and strategies are correlated to the goals and objectives of the Board of Governors. He said another major interest of his is the manner in which metrics will be used to measure progress. Chair Morton then called on President Saunders to present the University of West Florida's Strategic Plan.

After President Saunders made her presentation Committee members were given the opportunity to make observations or to ask questions. Chair Morton began by observing that Board Chair Kuntz and many others have expressed a keen interest in how the universities respond to mental health issues on their campuses and the challenges they present. He said that the problem was compounded by the pressure placed on students and that, in and of itself he was not opposed to that pressure because it reflected the atmosphere that SUS graduate will be facing. He said that as he looked at Strategic Plans provided thus far he would have liked to have seen more about mental health and counseling.

Governor Kuntz said that he liked the example of indicators, but he noticed that if he looked at UWF's six-year graduation rate it was 48.3% while UWF's Work Plan actually projected decreases in future years and, therefore, it seemed to be inconsistent with UWF's Strategic Plan. Governor Kuntz said that he was unclear how to balance the two documents. President Saunders said that UWF's Work Plan was presented to the Board

prior to her presentation of the Strategic Plan, accounting for the differences in the numbers.

Governor Kuntz responded that for several Board members there was something of a disconnect and that what he wanted to know is the expected year that UWF will reach the System's six-year graduation rate goal. President Saunders said that the information was not included in her presentation but that she could get the date. Board Chair Kuntz indicated that he was uncomfortable that there were two sets of numbers: one from the University's Work Plan and another from its Strategic Plan. He asked for a way to connect the Strategic Plan narrative with the numbers associated with the Board's System goals. Governor Morton said that this is a comment that could be made to all presenters of their Strategic Plans. He suggested that this feature should be incorporated into next year's presentations. Governor Huizenga said that what he wanted to see was a clear indication of when the universities expect to reach the Board's Strategic Plan goals. He said that when he looked at the University's Strategic Plan he was unable to determine whether progress had been made on the metrics.

Governor Kuntz asked President Saunders whether she could come back at the next Committee meeting, not to review UWF's entire Strategic Plan but to overlay UWF's numbers over the System's goals in order to demonstrate what the UWF Plan's narrative translates to in terms of meeting Board goals. He said that he believed that this could be done at the Board's next meeting.

Board Chair Kuntz said that he wanted to see whether or not a university is going to hit a *2025 System Strategic Plan* goal by 2025. Governor Lautenbach said that he agreed with Chair Kuntz and that the Board should stay laser-focused on graduation rates, because meeting graduation rate goals solves a lot of problems.

Governor Tripp said he hoped that President Saunders wasn't implying that UWF had a bad cohort and, therefore, couldn't improve performance. He said that the University enrolled the cohort, and if students in that cohort were clearly struggling, the University had to change how it was dealing with them in the next year or two in order to ensure their success. President Saunders said that she may have misspoken. She said that what she intended was that UWF had students who have left the University. President Saunders said the University has invested a tremendous amount of resources to make sure that students still at the University are successful. She said that the University's frustration stemmed from the fact that when students leave and do not intend to come back, the University can't really do much for those students.

Governor Tyson said that with respect to all of the Strategic Plans it was difficult to identify which of the improvements were predicated on reallocated resources and which were based on the expectation of new resources coming from the Legislature. He said that the Plans didn't make that distinction. Governor Tyson said that he didn't

understand why none of the Plans addressed this issue. President Saunders said that Governor Tyson's point was well-taken. She said that she thought the set of assumptions that UWF used to make its Plan probably could be better clarified. President Saunders said that UWF was certainly assuming at least stable funding. She noted that in areas such as Programs of Excellence, the University was looking to identify additional funding, some of which might come from the Legislature, from private sources, and from internal reallocation.

University of Florida President Ken Fuchs asked to make two observations. First, he hoped that the Board didn't underestimate the effort it takes for a campus to come together and reach a Strategic Plan. He noted the extraordinary number of meetings with governance organizations that needed to be engaged in the process. Therefore, he encouraged the Board to provide flexibility relative to what the Plan looked like and what it might contain. He stressed the importance of the Strategic Plan's needing to reflect the culture of the institution. On the other hand, President Fuchs said that the universities should be expected to provide an addition to their Plans so that tactics around performance expectations were provided. Chair Kuntz agreed that the work that has gone into creating the Strategic Plans is phenomenal. He indicated that he envisioned a Plan containing outcomes that should be clearly articulated.

Governor Morton said if there were no further questions or observations he would entertain a motion to approve the University of West Florida's 2017-2022 Strategic Plan. A motion was made by Governor Tyson and seconded by Governor Jordan. During discussion, Governor Lautenbach suggested deferring approval of the Plan until the Committee had seen actual metrics and specific outcomes. Chair Morton queried the Committee as to whether it wished to make that stipulation for all four Strategic Plans presented to the Committee at its meeting. Committee members indicated that this was their wish. Board Chair Kuntz said that another strategy would be to approve the Plan contingent on the provision of supplemental information relative to metrics and outcomes at the Committee's November meeting. Governor Morton then suggested that the motion be amended to approve the University of West Florida 2017-2022 Strategic Plan subject to the submission of supplemental information to the Committee on how the University's metrics and projected outcomes will further the Board's Strategic Plan goals. Chair Morton asked if the amendment was acceptable to Governor Tyson, and he indicated that it was. The Committee then voted on the motion as amended and it carried unanimously.

Board Chair Kuntz once more raised the point of more standardization in the Plans. Governor Jordan cautioned that Strategic Plans couldn't be a "one size fits all" document. She pointed out, as an example, the enormous differences between New College and the University of Florida and that their Strategic Plans must necessarily be very different in order to create the buy-in across the institution and its larger community. She said the universities needed to have the flexibility to highlight the

areas where they need to be strategic and where the Board wants them to be strategic. She said that the institutions shouldn't be boxed in by a template. Governor Jordan concluded by saying that the Board needed both hard data and the specific vision of each institution.

Governor Kuntz said that he agreed with Governor Jordan. His point, he said, was that certain components such as metrics and outcomes should be included in all Strategic Plans. Governor Link asked if it made sense to allow each institution to create its own Strategic Plan in such a way that it works for the university but, in addition, to have an exhibit that easily provides supplemental information in template form. Chair Kuntz said that this shouldn't be difficult to produce. Governor Patel said that he agreed.

Chair Morton then called on President Hitt to present the University of Central Florida's Strategic Plan. Following President Hitt's presentation, Committee members were given the opportunity to make observations or to ask questions.

Governor Tripp asked whether UCF's continued growth would translate to excellence and whether moderating growth would help to improve UCF's student-to-faculty ratio and other metrics. UCF's Board of Trustees Chair noted that when he was appointed to the UCF Board he was queried about growth. His response, he said, was that when he saw a reduction of student demand and a reduction of institutional excellence, then UCF should stop growing. He noted, however, that he had seen no reductions in either of those areas. He also said that UCF was creating important economies of scale that created efficiency opportunities. Governor Lautenbach asked whether a large portion of UCF's growth was associated with online education. President Hitt said that it was but that most courses taken online were being taken by students who also took face-to-face courses. Governor Tripp said that he raised the question of size so often because he believed that there needed to be a statewide understanding and alignment relative to postsecondary growth in Florida.

Governor Kitson asked if there was a timeline for becoming a Preeminent Research University. UCF's Board Chair said that the target year was 2021.

There being no further observations or questions Chair Morton entertained a motion to approve the University of Central Florida 2017-2022 Strategic Plan subject to the submission of supplemental information to the Committee on how the University's metrics and projected outcomes will further the Board's Strategic Plan goals. A motion was made by Governor Lautenbach, seconded by Governor Link, and the motion carried unanimously.

Chair Morton then called on Interim President Robinson to present Florida Agricultural and Mechanical University's Strategic Plan. Following Dr. Robinson's presentation, Committee members were given the opportunity to make observations or to ask

questions. Chair Morton said that a major challenge was for FAMU to improve its passage rates on professional and licensure examinations. He said that he hoped that any template devised by Board staff would include metrics in order to measure FAMU's progress in this area.

Governor Tripp said that the single issue that stood out to him was that FAMU was still not fully grasping the idea of increasing its number of Florida College System transfers, noting that Florida College System transfers were good students. President Robinson said that, although it might not be reflected in the Strategic Plan, he had been very aggressive in attempting to increase the number of transfers. He noted that the University had 67 signed 2+2 agreements with Florida College System institutions.

Governor Morton said that he sensed that FAMU's Plan addressed mental health and counseling. He asked President Robinson if could share specific strategies that FAMU is implementing to address mental health and academic counseling issues. President Robinson said that the University was committed to hiring the number of counselors recommended nationally, but that given the community served by FAMU, he wasn't certain that the national average would be enough. In addition, he noted that FAMU doesn't have enough locations for ideal counseling.

There being no further observations or questions Chair Morton entertained a motion to approve the Florida Agricultural and Mechanical University Strategic Plan subject to the submission of supplemental information to the Committee on how the University's metrics and projected outcomes will further the Board's Strategic Plan goals. A motion was made by Governor Jordan, seconded by Governor Link, and the motion carried unanimously.

Chair Morton then called on Florida State University President Thrasher to present the University's Strategic Plan. After President Thrasher's presentation the Committee was given the opportunity to make observations or to ask questions. Governor Tripp said that he was excited to see that FSU was continuing to value its strength and national reputation in the liberal and performing arts. President Thrasher said that he recognized that distinction in the visual and performing arts makes a huge difference in the lives of students who choose to come to FSU.

Governor Morton said that he was encouraged by President Thrasher's comments regarding community-based medicine. He asked whether FSU's Certified Nurse Practitioner program was being expanded. FSU Provost McRorie said that the University was looking at expanding that program. She noted, further, that just recently FSU had implemented its new Physician's Assistant program.

There being no further observations or questions Chair Morton entertained a motion to approve the Florida State University Strategic Plan subject to the submission of

supplemental information to the Committee on how the University's metrics and projected outcomes will further the Board's Strategic Plan goals. A motion was made by Governor Lautenbach, seconded by Governor Link, and the motion carried unanimously.

5. Concluding Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 4:01 p.m.

Edward Morton, Chair

R.E. LeMon, Ph.D., Associate Vice Chancellor