

INDEX OF MINUTES
 STATE UNIVERSITY SYSTEM OF FLORIDA
 BOARD OF GOVERNORS
 FLORIDA STATE UNIVERSITY
 TALLAHASSEE, FLORIDA
 January 26, 2022

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<u>ITEM</u>	<u>PAGE</u>
1. Call to Order.....	2
2. Chair’s Report to the Board of Governors and Remarks on the State of the System	2
3. Speaker of the House, Chris Sprowls	5
4. Recognition of Outgoing Chair Syd Kitson.....	6
5. Chancellor’s Report.....	7
6. Public Comment.....	7
7. Update on Institute for Human and Machine Cognition	7
8. Presidential Search Update.....	9
A. University of North Florida	
B. University of Florida	
C. University of South Florida	
9. Consent Agenda Items.....	10
A. Minutes, November 4, 2021	
B. Academic and Research Excellence Committee	
i. Professional and Graduate Degree Excellence Program Report	
ii. World Class Faculty and Scholar Program Report	
C. Strategic Planning Committee Report	
i. Undergraduate Career Planning Requirements	
ii. University of South Florida 2022-2027 Strategic Plan	
iii. Civil Discourse Initiative Report	
D. Academic and Student Affairs Committee Report	
i. Public Notice of Intent to Approve Amendment to Board of Governors Regulation 8.006, Civic Literacy	
ii. Public Notice of Intent to Adopt New Board of Governors Regulation 3.005, Examination and Assessment Instruments	
iii. Termination Request for the Ph.D. in Interdisciplinary Humanities, CIP 24.0103, by Florida State University	
iv. Public Notice of Intent to Amend Board of Governors Regulation 10.015, Institutes and Centers	
v. Termination Request for the Ph.D. in Rehabilitation Science, CIP 51.2314, by the University of South Florida	
E. Task Force on Academic and Workforce Alignment Report	
i. Task Force on Academic and Workforce Alignment Recommendations and Next Steps	
10. Concluding Remarks and Adjournment	10

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1. Call to Order

On January 26, 2022, Chair Brian Lamb convened the meeting at 9:56 a.m. with the following members present and answering roll call: Vice Chair Eric Silagy; Tim Cerio; Patricia Frost; Ed Haddock; Nastassia Janvier; Ken Jones; Alan Levine; Charles Lydecker; Steven Scott; William Self and Kent Stermon.

2. Chair's Report to the Board of Governors and Remarks on the State of the System

Chair Lamb thanked FSU Board of Trustees Chair Peter Collins and President Richard McCullough for hosting the Board Meeting and asked if they would like to say a few words.

President McCullough thanked the Board and welcomed everyone. Florida State University has risen rapidly in the *U.S. News & World Report* rankings; moving from number 43 to number 19, and he said they have their sights set on moving to number 15. Florida State has 31 National Academy members, 6 Nobel Prize winners, and about \$350 million in research expenditures. For a university that does not have a research hospital, he compared FSU's research expenditures to powerhouses like Rockefeller University and Carnegie Mellon University.

President McCullough said FSU was recently recognized by the Association of Public and Land-grant Universities for the 2021 Degree Completion Award, which is the top student success award in the country. This award exemplifies the university's efforts to ensure students earn degrees notwithstanding disparities in race or income levels. He then introduced a video showcasing four students and their journey at FSU. Following the video, students Alexandra Decapua, Alex Change, Abril Hunter, David Wedderburn, and Board member Nastassia Janvier explained how FSU has made a difference in their lives. Chair Lamb congratulated the students on their success and acknowledged the exceptional work of Ms. Janvier as FSU's Student Body President.

In his State of the System address, Chair Lamb said he is a product of the State University System and that his mother and father worked for the state of Florida for over 30 years. He then paused and recognized his parents who attended the meeting, for their support throughout the years and their service to the state.

He thanked the Board's past chairs for laying the foundation and for their advice and support, especially outgoing Chair Syd Kitson.

Chair Lamb noted Florida has been ranked the No. 1 state for higher education for the last 5 years and is one of three states with universities ranked in the top 5, 10, and 50. He commended the presidents for doing a great job and was upbeat about the momentum going forward.

Looking at the metrics, he recounted the State University System four-year graduation rate is now at 59%, which represents a 16% increase since 2014. Not only are more students graduating faster and driving dividends into the marketplace, Florida has the second lowest cost in the country for obtaining a postsecondary degree. In business, Chair Lamb explained it's important to find a balance with the right inputs and outcomes and the results being produced in the System are striking that balance. He applauded the universities for working to be more efficient and delivering high quality degrees at a low cost to students. Chair Lamb said keeping tuition low is a shared priority between the Board of Governors and Governor DeSantis.

Chair Lamb turned next to the System's research expenditures. Research expenditures have increased by more than \$350 million over the last few years. He said it is imperative to continue to bring innovation and commercialization to the state of Florida, and believes we have the faculty and students to do it and should view the current expenditures as a baseline to build upon.

Chair Lamb thanked the Florida Legislature and Governor DeSantis for their continued investment in higher education. Since 2014, the state has invested over \$1.5 billion in performance based funding and over \$195 million in funding for preeminence and national ranking. He pledged to serve as a staunch advocate so the Legislature and the Governor continue to see the value in the State University System and invest in strategies that will help us be the best in the country.

He remarked on the tremendous momentum in the System, but observed there is still work to be done and we have a responsibility to the state, students, faculty, and staff to continue to improve upon our performance. He encouraged the momentum around recruiting world class faculty scholars and will explore additional opportunities to support faculty excellence.

Chair Lamb announced the work of the Task Force of Academic and Workforce Alignment will continue and thanked former Chair Kitson for creating the Task Force. He said there are labor shortages in certain key areas of strategic emphasis where we can have the appropriate impact on producing the right quality of labor and talent in the state of Florida.

Chair Lamb asked the Board, the presidents, and the boards of trustees to be thinking of the targeted areas where we can be impactful and further amplify our universities' performance across the System. He commended the outstanding work that went into the creation of the MyFloridaFuture website, which he described as a differentiator for Florida and a competitive advantage for the System. The interactive website should be integrated into the work of the Board and become part of the operating rhythms at the universities for faculty, students, and staff.

Chair Lamb plans to continue to highlight the work and success of students. He said there is no stronger value proposition than our students; adding that the talent we produce is one of the most valuable assets that Florida has to offer.

Equally important is the physical and mental health of our campus communities. Over the last two and a half years we've gone through a difficult time with the pandemic, and as we emerge, we cannot lose sight of the need to keep the mental and physical health of the students, faculty, and staff as a key priority and to have effective strategies in place.

Chair Lamb intends to continue the thoughtful strategies around the Pillars of Excellence, but believes we need to be more specific. He said when we think about what we've done around

performance-based funding when it was originally conceived to where we are today, there is a direct correlation. The outcomes around student success, faculty excellence, and the performance of the System are not a coincidence and he is open to new ideas and suggestions about the funding models. He believes the three preeminent intuitions have performed at an exceptional level, but indicated they have a responsibility to lift up the other universities. He encouraged the universities to share their best practices, resources, and leadership to bolster the capability and the capacity of other institutions to make sure no one gets left behind.

He also believes we have not been as successful as we could be in investing in areas where the universities can excel and dominate, particularly in degrees and research that are priorities for the state. He asked everyone to think about how we refresh the narrative.

Chair Lamb applauded Governor Cerio for delivering a compelling perspective around freedom of expression during the Strategic Planning Committee meeting the day before. He emphasized that public universities should always be an open marketplace where we can have a robust exchange of diverse ideas, opinions, and perspectives. And we should be able to do that in a way that's thoughtful because the process of debating divergent viewpoints is healthy. He reminded members that each president has signed the Statement of Freedom of Expression and is committed to those principles. He thanked Chair Kitson for prioritizing this commitment to freedom of expression on campus and said it will continue to be a priority going forward. He urged the boards of trustees and universities to examine their own processes, to be more focused on what's happening in the classroom and to be thoughtful about what we're trying to accomplish.

He commented on the significant progress the System has made over the last 20 years, where policies and regulations were established as key elements of the governance model. He observed that we are now at the place where Board of Governors regulations should be reviewed with an eye towards efficiency in operations. One of his priorities is to look at governance, oversight, and regulation, and where we can become more efficient, when appropriate. Working with Chancellor Criser, Chair Lamb will be calling on the presidents and the Boards of Trustees' Chairs to think about what regulations make sense going forward and how to make processes more efficient at the universities.

Another paramount consideration is maintaining the System's national and global competitiveness, especially in terms of accreditation. Governance is an important element in the State University System and there are a number of different accreditation bodies that we work with every day. As the governing body for the State University System, the Board of Governors is accountable for the System. Starting now, he believes there is an opportunity for the Board to re-examine accreditation to ensure that we are nationally and globally competitive and are positioned for success for the next generation.

He remarked that he is fortunate to serve alongside his fellow Board members and wants to ensure all members have a chance to lead, engage, and work with the institutions at the university level in a thoughtful and productive way. He asked members to read Board materials in advance, to have the right discussions as a group, and to make decisions that are in the best interests of the System. He pointed out there are a number of university president openings and highlighted the important role a trustee board has in selecting a president. Both the trustees and the Board of Governors play a critical role in making sure we are selecting the best and brightest to lead our universities into the future.

Chair Lamb emphasized the tremendous amount of momentum within the System and indicated he needs the System's help to be a leader who is thoughtful and focused on driving the right outcomes that put students and faculty first. When talking to the Legislature and the Governor about priorities, he stressed the need for alignment on System priorities and indicated this is an area that will be watched in terms of how the Board and the universities show up as one System.

In conclusion, he expressed his passion and commitment to the state of Florida. As a product of the State University System, he is committed to serve as members of his family have served for many years. It is his hope to make a difference and play a role in advancing what he believes is the best State University System in the country. He encouraged everyone to enjoy the work and lay the foundation for the next generation. And he thanked the Board for this opportunity to seize the moment and for the chance to share his priorities.

3. Speaker of the House, Chris Spowls

Chair Lamb welcomed Speaker Chris Spowls to the Board meeting. Speaker Spowls is a product of the System as a graduate of the University of South Florida and he also attended Stetson Law School in Florida. He was elected to the Florida House of Representatives in 2014 and became the Speaker for the 2020-2022 legislative sessions. Speaker Spowls has been an advocate for the System before he became the Speaker and is no stranger to the System's priorities. Chair Lamb said he has enjoyed the time he has spent with Speaker Spowls over the years and thanked him on the behalf of the Board of Governors, board chairs, presidents, and the entire System for investing in the SUS and for his support.

Speaker Spowls thanked Chair Lamb for the introduction and the opportunity to address the Board. When he last spoke to the Board, Interim President Rhea Law had not been selected, and he would be remiss if he did not congratulate her on what a great job she was doing. He noted he and his wife were sad to hear about the retirement of President Fuchs, who is not just a great leader of an important institution for this state, but a truly decent man. He commended President Fuchs and Chair Mori Hosseini on the accomplishments of the University of Florida, especially its recent number one ranking in online learning. He also congratulated FSU Board of Trustees Chair Peter Collins on FSU being in the top 25 and FAMU for being the top public HBCU in America.

Speaker Spowls said there is a lot to be proud of in this System, especially being ranked the No. 1 State University System in America. He recognized none of this happens overnight and that the boards of trustees and presidents have worked at length for these accomplishments. In the last 5 years, the Legislature has invested \$1.3 billion in performance funding; graduation rates have risen to 60%; and there has been an 80% cost reduction, all of which matters for the rankings and creating an economic opportunity for students to thrive without crushing student debt.

A priority in the House is to encourage students to go into the STEM degrees through the buy one get one program for high-demand fields. Florida is the third-largest state in America, leading the nation in domestic migration, and some of those new residents will become part of the System. He then touched briefly on teacher and nursing shortages. He encouraged the State University System to step up and believes if the Legislature makes investments in the System, they will bear fruit. He congratulated UCF for having the No.1 program for placing

people in aerospace and defense in the United States, which is important to Florida's future, and USF for its cybersecurity program.

Speaker Sprowls touched on his passion for K-12 education. Last year, the House spearheaded legislation to make sure students have the tools they need as they enter the workforce. When he became Speaker, 88% of people who left high school were struggling readers when they were in third grade. The Legislature invested \$200 million into a program to hand out books to children called the New Worlds Reading Initiative, which is the largest free book delivery program in America for students in K-5 grades.

He also extolled the virtue of grit and the ability to overcome adversity. He said it is important to surround yourself with people who have dealt with adversity. As leaders, universities, educators of children, and students, it is our responsibility to make sure they experience grit. He noted during the pandemic students were moved into online learning and universities allowed students to take courses on a pass/ fail basis, which he felt was the wrong decision because we missed a teaching moment. He observed that grit prepares students for real life and he encouraged the System to foster more internships and practical learning to better prepare Florida's workforce for the challenges of tomorrow.

Turning to the topic of deferred maintenance, Speaker Sprowls expressed concern about the evolving definition of deferred maintenance that differs across the System. He said the Legislature will not invest taxpayer dollars for deferred maintenance without a consistent definition. He indicated the Board of Governors has yet to require the universities to reserve a percentage of their money for deferred maintenance on buildings, although he noted some universities have done that.

He then congratulated the Board on the recommendations in the Civil Discourse report that was adopted by the Strategic Planning Committee. He reiterated that universities need to be preparing students on how to face adversity and interact with each other when things get hard.

Chair Lamb thanked Speaker Sprowls for his time and for sharing his priorities with the Board.

4. Recognition of Outgoing Chair Syd Kitson

Chair Lamb acknowledged over the last two years we managed to get through hard times thanks to outgoing Chair Syd Kitson and his strong leadership. Throughout this period, Mr. Kitson did a great job being the guard of the System who was there to help protect the universities through difficult times and better position the Board for the future. Chair Lamb then presented Mr. Kitson with a commemorative gavel as a token of the Board's appreciation to Mr. Kitson for his service as Board chair and his extraordinary leadership through such unprecedented times. Chair Lamb thanked him for the tremendous amount of time and effort he put into working with university leadership to make our campuses as safe as possible. He attributed these efforts to the new level of cooperation that now exists across the SUS among university leadership. More importantly, not once did Mr. Kitson waiver from the Board's commitment to students to provide a high-quality academic experience, despite dealing with a pandemic on a daily basis.

Mr. Kitson thanked Chair Lamb and the Board for their kind words and the commemorative gavel. He said two years ago when he gave his State of the System Address, he had no idea what the future was going to bring. What he is most proud of is how the System worked together over the last two years. During this time, the universities still provided a world-class education to

students, while working diligently to keep faculty, students, and campuses safe. He observed that the real impact comes from working together, which is where strength comes into play. Mr. Kitson said he was proud to serve with everyone in the System and commented on the extraordinary amount of work placed into this position. He thanked Chancellor Criser for working alongside him during tough times, Chair Lamb for his support, and the Board office staff for their work with the universities. He emphasized that all presidents, past and present, played an important role and expressed their opinions and ideas during their weekly calls. He then thanked Mori Hosseini, Dean Colson, and Ned Lautenbach for their advice and counsel through the pandemic. He believes the real credit should go to the presidents, boards of trustees, and everyone in the universities for doing a fantastic job, and for encouraging students to do the right thing. Mr. Kitson said the Board is in great hands under the leadership of Brian Lamb and Eric Silagy, and he will never forget these experiences or the incredible friendships he's made throughout his time at the Board.

Chair Lamb then called on Corporate Secretary, Vikki Shirley, to read the resolution honoring Mr. Kitson's contributions and achievements to the State University System and the Board as its outgoing chair.

Mr. Silagy moved to adopt the resolution honoring Mr. Kitson. Mr. Cerio seconded the motion, and the members concurred unanimously.

5. Chancellor's Report

Chancellor Criser deferred his comments for this meeting.

6. Public Comment

There were no requests for public comment.

7. Update on Institute for Human and Machine Cognition (IHMC)

Chair Lamb called on Mr. Jay Patel, the Board's designee to IHMC for a report on the activities of the Institute. Mr. Patel thanked Chair Lamb and said IHMC continues to receive national recognition for its free community outreach initiatives, including its highly popular public evening lecture series, summer robotics camp, and youth science and educational outreach initiatives "Science Saturdays". IHMC's STEM-Talk Series, a free podcast series has maintained a 5-star rating with over three million listeners, and twice been awarded first place in the Science and Medicine category of the 12th Annual People's Choice Podcast Awards.

He stated IHMC was honored with the top US Department of Commerce Award for Excellence in Technology-Driven Economic Development. This past year, despite a worldwide shutdown, IHMC was a finalist and competed virtually in the second international Cybathlon, a unique international championship in which people with physical disabilities compete against each other to complete everyday tasks using state-of-the-art technical assistance systems.

In the past year, IHMC's scientists and researchers continue to bring recognition to Florida. CEO Dr. Ken Ford was selected to join an elite group of industry leaders serving on the National Security Commission on Artificial Intelligence. Dr. Ford and Senior Research Scientist Dr. Jerry Pratt were inducted into the Florida Inventor's Hall of Fame, and Dr. Ford, Senior Research

Scientists Bill Clancey, Peter Pirolli, and Research Scientist David Fries have recently been honored as elected Fellows of the National Inventors Academy. Associate Director and Senior Research Scientist, Dr. Bonnie Dorr, was named to the Defense Advanced Research Project Agency's (DARPA) Information and Science Study Group (ISAT) and was also named as a Fellow of the Association for Computing Machinery (ACM). Dr. James Allen, IHMC Senior Research Scientist was elected to the rank of AAAS Fellow by the American Association for the Advancement of Science for his contributions in artificial intelligence and natural language understanding.

Mr. Patel explained IHMC researchers receive contract and grant funding from an array of government and private sources and in 2021, this research funding exceeded \$21 million. IHMC research partners include DARPA, NSF, NASA, Army, Navy, Air Force, NIH, DOT, Leidos, Microsoft, Boeing, Lockheed, Salk, UAB, SRI, Penn State, Georgia Tech, University of Florida, University of South Florida, Johns Hopkins, among many others.

IHMC is in the process of designing and obtaining financing for a new human performance building to house labs and equipment necessary to expand the research efforts of IHMC in improving physical, cognitive, behavioral, and team performance work with high-performance operators working under stress and in extreme environments.

Mr. Patel reported on the progress of the Joint Ph.D. program in Intelligent Systems and Robotics between IHMC and the University of West Florida. There are currently 17 doctoral students in the program and the program graduated its first student in December of 2021. A second student is scheduled to graduate in May 2022 and currently has 6 employment offers in the \$200k pay range, making this a highly recruited program in Florida.

Mr. Patel said IHMC has worked to diversify its research areas by attracting new Research Scientists in the research and development of microsystems and robotics/automation, human performance optimization and risk mitigation for operators in extreme environments, and in cognitive science, artificial intelligence, and human-computer interaction, with applications in digital health, sense-making, and information foraging. IHMC believes all of these new research arenas will be very successful and assist IHMC in attracting more federal research dollars to Florida. IHMC recently recruited an out-of-state top Senior Research Scientist who is the third most funded NIH Scientist among 820 investigators in the field of cell biology. He was joined by three top members of his former research team including two Research Scientists, and a Lab and Program Director. Mr. Patel expressed confidence this new team will be instrumental in bringing significant new federal research award dollars to Florida.

In the spring of 2021, IHMC successfully recruited Dr. Morley Stone, the former Vice President for Research at Ohio State, who joined IHMC as its Chief Strategic Partnership Officer. Dr. Stone is recognized as an international leader in human performance and biomimetics with nearly 30 years of experience in research and development. At IHMC, he assumed a leadership role in developing external strategic relationships with federal agencies, research universities, and the private sector as well as implementing, coordinating, and initiating new projects and assisting and mentoring IHMC scientists and research staff.

Mr. Patel said maintaining prominence in current research areas and developing strength in emerging research areas are vital to IHMC's continued growth and of critical importance to our national defense and security. In closing, he thanked the Board and expressed gratitude for the support of the State University System and the State of Florida.

8. Presidential Search Update

A. University North Florida

Chair Lamb called on Mr. Kent Stermon to provide an update on the presidential search for the University of North Florida. Mr. Stermon reported the UNF Presidential Search process is well underway. Working with Witt Kieffer, the executive search firm and compensation consultant, the search committee unanimously approved recommended position criteria, a marketing plan, and a recommended compensation range in mid-December, that were subsequently approved unanimously by the UNF Board of Trustees. According to Witt Kieffer, initial feedback from the marketplace has been positive and they are encouraged by the level of interest in the position. Mr. Stermon noted that UNF's recent move to R-2 Research status has been very positively received. Witt Kieffer will provide the search committee with an update in late February and he expects the pool of applicants to be screened by March 9 and first-round interviews to be conducted starting in late March.

B. University of Florida

Chair Lamb called on Mr. Mori Hosseini, University of Florida Board of Trustees Chair, to provide an update on the presidential search for the University of Florida. Mr. Hosseini reported the University of Florida Board of Trustees will be meeting soon to begin the process and the Board of Governors presidential search guidelines have been sent to the board members to review ahead of the meeting. Following the meeting, a plan will be put together to initiate the presidential search.

Mr. Levine stated he has confidence in the presidential search guidelines put in place for universities to follow. Mr. Levine noted that the President of the United Faculty of Florida (UFF) spoke against legislation that was being considered pertaining to presidential searches. He said the proposed legislation opens the door to more candidates who are afraid to be considered because of the process currently in place. Mr. Levine said UFF's comments pertaining to authoritarianism were false. He then noted the Board has not taken a position on the legislation. President Martin indicated he will be testifying in the legislature on this issue. As a previous Faculty Senate President and educator, he said he understands both sides of the process, but believes this is important legislation we should support.

Mr. Self commented on his participation on search committees, including when President Cartwright was chosen. He respects the transparency that the state of Florida has established, but from his experience, he understands the challenges of getting candidates to join the pools of the competitive searches. He feels we are moving in the right direction to get more candidates.

C. University of South Florida

Chair Lamb called on Mr. Ken Jones to provide an update on the University of South Florida presidential search. Mr. Jones reported similar to the UNF presidential search, the USF presidential search was proceeding at a good pace. Since the last meeting, the search committee received about 2000 responses to an online survey and feedback from nearly 40 listening sessions that were used to inform the presidential position profile. He indicated the position profile was unanimously approved by the search committee on November 19th, and subsequently approved by the USF Board of Trustees on December 7th.

Mr. Jones stated the search firm, SP&A Executive Search, is in the process of actively recruiting now that the position profile has been approved and posted. The next committee meeting is scheduled for February 3rd, and he expects the search to ramp up over the next several months. Mr. Jones said the objective is to field a pool of highly qualified candidates for consideration by the USF Board of Trustees who possess the qualities and attributes listed in the position profile.

Chair Lamb thanked Mr. Hosseini, Mr. Stermon, and Mr. Jones for their efforts.

9. Consent Agenda Items

Mr. Levine moved approval of the slate of items on the Consent Agenda. Mr. Silagy seconded the motion, and the members concurred unanimously.

10. Concluding Remarks and Adjournment

Chair Lamb announced the next meeting of the Board is a conference call scheduled for February 24, 2022, and the next in-person meeting is scheduled for March 29-30, 2022 at the University of North Florida. Having no further business, the meeting was adjourned at 11:50 a.m. on January 26, 2022.

Brian Lamb, Chair

Vikki Shirley,
Corporate Secretary