

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
STRATEGIC PLANNING COMMITTEE  
University of South Florida, St. Petersburg  
June 22, 2021

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

1. Call to Order and Opening Remarks

Chair Tim Cerio convened the meeting on June 22, 2021, at 9:32 a.m. with the following members present: Vice Chair Levine, Governors Frost, Huizenga, Jr., Jordan, Lamb, Self, and Silagy. A quorum was established.

2. Minutes of the Strategic Planning Committee Meeting

Chair Cerio asked for a motion to approve the minutes of the March 23, 2021, committee meeting. Governor Lamb moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

3. Civil Discourse Initiative Update

Next, Chair Cerio provided an update on the Board's Civil Discourse Initiative, which was announced by Board Chair Kitson at the January 2021 Board meeting. Since the March Board meeting, Chair Cerio and Board staff have met with national and System leaders engaged in researching and promoting civil discourse. He highlighted two programs in the System focused on improving civil discourse, including Florida State University's Institute of Politics and Florida Atlantic University's Breezeway Dialogues. Chair Cerio and staff also met with thought leaders on the subject, including President of the Association of American Colleges and Universities; Dr. Diana Hess, Dean of the University of Wisconsin School of Education; and Dr. Jonathan Haidt, author and leading authority on civil discourse and founder of the Heterodox Academy. Chair Cerio added that there will be presentations at future Board meetings. The initiative aims to identify best practices that university leaders can use to promote an atmosphere of a diversity of thought, dialogue, and understanding and develop measurements to evaluate leadership.

4. 2020-2021 Pillars of Excellence, Quarter 3 Spending Report

Chair Cerio announced that the next item on the agenda was to hear an update on the Pillars of Excellence third-quarter spending for the 2020-21 fiscal year. Chair Cerio recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to make the presentation.

Dr. England provided an overview of the framework for the Pillars of Excellence 2020-21 awards. She reported that the 2020 legislature allocated \$560 million for performance based funding, \$30 million for Preeminence/National Rankings, and \$9 million for Universities of Distinction.

Dr. England reported that under University of Distinction, Florida Gulf Coast University (FGCU) received \$3 million for the Water School. The goals of the Water School are to increase research capacity, research production, and prepare the next generation of leaders and scholars who will deal with environmental issues. As of the end of the third quarter, FGCU has spent approximately \$1.1 million (36%) of its Universities of Distinction funding to support the Water School. FGCU has used the funds to purchase research equipment, support faculty-student research projects, and student scholarships. Additionally, FGCU has been actively engaged in hiring three faculty members: one eminent scholar in marine conservation biology, one assistant or associate professor in land use, and one assistant professor in psychology, which would be a joint hire with the Department of Psychology. FGCU is expecting to hire the faculty in the fourth quarter with an anticipated start date of August 7, 2021. Dr. England explained that some costs associated with hiring and recruitment in the STEM fields include lab start-up costs. The timing of the faculty search process was one of the reasons that spending through the third quarter was not as high as expected.

She added that FGCU has continued investing and expanding its community and outreach initiatives. The Water School trained nine more K-12 teachers through Project WeTLands, a teacher leadership academy that connects teachers with FGCU researchers. She added that FGCU recently partnered with Cemex Corporation to develop educational programming.

Dr. Michael Martin, FGCU President, added that the Water School is anticipating the opening of a new building, which will be completed in January.

Next, Dr. England gave an overview of the University of North Florida's (UNF) third-quarter spending. UNF received \$6 million in funding under the Universities of Distinction pillar to support its MEDNexus initiative. UNF has spent approximately \$1.7 million (28%) of its Universities of Distinction funding in the third quarter. UNF used the funds to purchase equipment for nursing simulation labs, fund undergraduate scholarships, and hire a program director. UNF has advertised for the other faculty and staff positions with plans to hire individuals in the fourth quarter. She added that the timing of the faculty search process and increases in construction and renovation costs are reasons why spending has not been as high as expected.

Dr. David Szymanski, UNF President, added that the institution had secured facilities to remodel and build labs. Currently, UNF has one nursing simulation lab, with a plan to have eight by the end of the year.

Acknowledging the impacts of the pandemic, Board Chair Kitson asked if the hiring process would become easier moving forward. President Martin noted that things are moving quicker. President Szymanski added that when faculty are on-campus,

candidates get a sense of the campus culture, which is a positive impact on the hiring process.

Next, Dr. England provided the third-quarter update for Florida State University (FSU) who received \$15 million under the Preeminence/National Rankings Pillar. She reported that FSU spent approximately \$9.8 million (66%) of the allocated funds, investing in the redesign of STEM gateway courses, increasing financial aid, and recruiting and retaining more graduate teaching and research assistants. FSU has also used the funds to upgrade computer lab equipment in labs used by CARE students, which is a program that focuses on academic success and retention among unrepresented populations. Some of the U.S. News and World Reports metrics these initiatives may impact include student outcomes such as the six-year graduation rate, faculty-student ratio, and faculty retention.

FSU President John Thrasher added that the institution is still working to improve its faculty-student ratio. He added that FSU received state funding for an interdisciplinary research building, which would support the Florida Agricultural and Mechanical University - Florida State University College of Engineering and the Mag Lab.

Chair Cerio commended FSU on hiring 11 out of 15 faculty in the current economic climate.

Governor Silagy asked about possible challenges between those wanting to teach in person and those wanting to teach online. President Thrasher said he had not seen an issue or experienced pushback in regards to teaching face-to-face.

Governor Self expressed his gratitude for the use of funds focused on faculty and student success. He added that faculty recruitment and retention are important to increasing rankings and the System strength.

Lastly, Dr. England provided the third-quarter update for the University of Florida (UF), which received \$15 million under the Preeminence/National Rankings Pillar. She reported that UF spent approximately \$11.1 million (74%) investing in the continued cost of faculty raises and two Moonshot Programs. One Moonshot Program focused on cancer research and reducing health disparities. The second Moonshot Program focused on improving K-12 STEM education. She noted that UF received an additional \$25 million in operational funds, which UF has used to further support national rankings enhancements. UF used these funds to renovate facilities for the new HiPerGator AI supercomputer and expand institutional aid for Pell-eligible students. Some of the U.S. News and World Reports metrics these initiatives may impact include expert opinion, social mobility, financial resources per student, and outcomes such as graduation and retention.

Board Chair Kitson asked if other institutions in the System have contacted UF to use the AI supercomputer. UF President Kent Fuchs said faculty across the System have used it for both research and educational purposes. He added that UF has strategically been leveraging the investment of state dollars to increase philanthropy dollars.

Chair Cerio thanked Dr. England for the presentation.

#### 5. Select STEM Tuition Waiver Eligible Program

Chair Cerio announced the next item on the agenda was to consider approval of the programs eligible for the Select Stem Tuition and Fee Waiver. He explained that House Bill (HB) 1261 states that beginning with the 2021-22 academic year and thereafter, a new tuition waiver would be made available for students taking upper-division courses and who are enrolled in one of eight programs of strategic emphasis selected by the Board of Governors. He added that although HB 1261 had not yet been signed by the Governor, once signed, the waiver would become effective fall 2021; therefore, the committee was considering approval of the list at the June meeting so institutions would have the list by fall 2021. He then recognized Dr. Christy England to present the bill's requirements and a list of recommended programs.

Dr. England began by providing an overview of the legislation. She explained that during the 2021 legislative session, HB1261 was passed, which created a new tuition and fee waiver program for students in select STEM programs. Beginning with the 2021-22 academic year, the waiver would be available to resident undergraduates who have completed 60 credit hours towards a baccalaureate degree within their first two years at the university and are enrolled in an eligible program. She explained that when these students take an upper-division course required for their degree, tuition and fees would be waived for a second required upper-division course. If the Governor signs the bill, the waiver will go into effect for fall 2021.

Additionally, she noted that the 2021 Legislature added proviso language to the budget, which would provide incentive funding to universities to support the implementation of the waivers. The total amount appropriated was \$25 million, with up to half being appropriated for fall 2021 and half for spring 2022. No funds were appropriated for summer 2021 or summer 2022.

Dr. England stated the bill required that programs selected be a STEM Program of Strategic Emphasis and offered at a majority of the System institutions. Using these requirements, Board staff identified 11 programs, from which eight programs could be selected for the waiver. Programs identified included several types of engineering, computer science, math, chemistry, biology, and physics.

Dr. England explained the methodology Board staff devised to identify programs. This methodology used two key criteria, which were the gap between annual workforce demand and the number of baccalaureate degrees awarded annually and the number of students enrolled in the program's upper-division courses. Higher scores were given to programs with a large workforce gap and programs with low enrollment. The rationale for selecting low enrollment was to incentivize increases in enrollment in hopes of closing the workforce gap. These two scores were then combined to create a composite score. She then presented the eleven programs ranked by composite score. She noted that if the committee decided to take the top eight programs, chemistry, mechanical engineering, and biology would not be eligible. The programs that would be

eligible were information technology, computer engineering, management information systems, civil engineering, electrical and electronics engineering, computer and information sciences, mathematics, and physics. She added that the total estimated cost of providing waivers in a single fall or spring term would be approximately \$12.5 million.

Governor Levine inquired about nursing, which is a subcomponent of STEM. Given the workforce demand for nursing, especially after the pandemic, he wanted to know why nursing was not included in the programs evaluated. Dr. England responded that the bill language specifically said science, technology, engineering, or mathematics. She added that Board staff met with House staff and the list was consistent with what the House was expecting.

Governor Self commented that the Advisory Council of Faculty Senates discussed the topic in May and had some questions. One question was whether or not a minor in one of these programs would count. Dr. England responded that this is one of the technical questions the Board staff is looking into, and she would provide an update at a later date. Governor Self asked if program minors were included in the budget analysis, and Dr. England confirmed they were not. Another concern, Governor Self added, was the unintended effect of students selecting these majors for financial reasons rather than career reasons.

Governor Levine suggested that Board staff meet with House staff to discuss the possibility of including nursing as an option for the tuition waiver in the next academic year.

Chair Cerio asked for a motion to approve the adoption of the eight programs for the Select STEM Tuition and Fee Waiver for the 2021-22 academic year subject to House Bill 1261 being signed into law. Governor Frost moved to approve, Governor Levine seconded the motion, and the motion carried unanimously.

## 6. 2021 University Accountability Plans

### A. Performance Based Funding Metrics

Chair Cerio announced that the next item on the agenda was to consider approval of the 2021 university accountability plans. He explained that the accountability plans included sections on strategy, performance based funding metrics (PBF), key performance indicators (KPI), academic program coordination, and enrollment planning. Additionally, the committee would be considering for approval the Preeminent State Research University Annual Status Updates for Florida State University, the University of Florida, and the University of South Florida. To conserve time, Chair Cerio noted that Dr. England and Ms. Emily Sikes, Assistant Vice Chancellor for Strategic Initiatives and Economic Development, would present summaries of the PBF metrics, including out-year goals. He added that Dr. England and Ms. Sikes would be providing an overview of select key performance indicators, enrollment plans, graduation rate improvement plan updates, and academic program coordination sections of each accountability plan.

Chair Cerio explained that due to some concerns on enrollment goals and recent leadership changes, New College will work over the summer to revise their enrollment and metric goals and present the revised plan at the August meeting. Thus, only New College's performance on PBF metrics would be presented so that New College could be included in the performance based funding decisions made in the budget meeting.

Chair Cerio provided some System-wide improvements. First, the System average for median wages for bachelor graduates employed full-time one year after graduation exceeded \$40,000. In the 2018-19 academic year, median wages were at or above \$40,000 at ten institutions, with Florida Polytechnic University (Florida Poly) and UF having the highest. He added that the average cost for a bachelor's degree decreased at all twelve institutions for the third year in a row. All institutions were below \$10,000, and three institutions had an average cost where the average amount of financial aid provided covered more than the cost of tuition, fees, and books. Also, the System as a whole continued to make strides on four-year graduation rates, with nine institutions improving on the metric. He noted that FSU led the System with a four-year graduation rate of 73.8%. He added that the System continued to produce degrees in Programs of Strategic Emphasis (PSEs), with ten institutions at or above the 2025 System Strategic Plan goal. In terms of key performance indicators, the four-year graduation rate for Pell students improved at every institution. Additionally, the Florida College System (FCS) Associate of Arts (AA) Transfer three-year graduation rate improved at nine institutions, with six meeting the Board's 2025 System Strategic Plan goal. Chair Cerio then recognized Dr. England to provide a more in-depth analysis of the accountability plans.

Dr. England began by providing an overview of performance and goals on PBF. First, she reviewed the data for PBF 1, which is the percent of bachelor's graduates enrolled or employed full-time and earning at least \$25,000 within one year after graduation. Dr. England noted that the 2025 System Strategic Plan goal is to have 80% of bachelor's graduates enrolled or employed and earning at least \$25,000 within one year of graduation. This year, most institutions improved on this metric, with six institutions meeting their approved goal on the metric. Florida Gulf Coast University, the University of Florida, the University of North Florida, and the University of South Florida have improved on this metric every year for the past four years.

Board Chair Kitson asked the University of West Florida (UWF) about their performance noting they have increased 11.5 percentage points in four or five years. Dr. Martha Saunders, President of UWF, said that the UWF Career Development Center spent time working with students and matching them to possible employers. Additionally, the institution uses high-impact practices because of the hands-on learning it provides.

Next, Dr. England reviewed the data for PBF 2, which is the median wages of bachelor's graduates employed full-time one year after graduation. In 2018, the Board added this metric to the 2025 System Strategic Plan with a goal of \$43,200 by 2025. For the second year in a row, all institutions showed an increase over the previous year. Ten institutions met their approved goals for this metric. Florida State University, the University of Florida, and the University of North Florida have improved on this metric every year for the past five years.

Chair Cerio asked UF, Florida Poly, and UWF, who all exceeded the 2025 System Strategic Plan goal, about their efforts to continue to increase performance on this metric. Dr. Randy Avent, Florida Poly President, said they continue to offer majors in high-demand, low supply fields. Additionally, Florida Poly also offers internships, capstone projects, and leadership skills training. President Saunders from UWF commented that they are taking a similar approach by identifying and offering high-demand programs. Mr. Rahul Patel, UF Board of Trustee member, noted that UF plans to leverage its artificial intelligence and data science initiative. Using the HiPerGator AI supercomputer, the plan is to position UF at the center of the national conversation on developing an artificial intelligence workforce. Additionally, UF has a new data science degree, a high-demand field that will lead to jobs with higher wages.

Next, Dr. England reviewed the data for PBF 3, which is the average cost to the student for a 120 credit hour bachelor's program. For the third year in a row, the average cost of a bachelor's degree decreased at all twelve institutions, with all twelve institutions exceeding their approved goals. She added that the average cost to the student across institutions has decreased by \$11,820 or 80% over the last five years. The year-over-year decrease is partially due to students completing their degrees with fewer excess credit hours and financial aid, especially the State's Bright Futures scholarship.

Then Dr. England reviewed the data for PBF 4, which is the four-year graduation rate for full-time first-time in college (FTIC) students. In fall 2018; the Board increased the 2025 System Strategic Plan goal to 65%. Nine institutions increased on this metric over the previous year, and six institutions met their approved goals for this year. She noted that the institutions with the highest year-over-year growth were Florida Agricultural and Mechanical University (FAMU), Florida Atlantic University (FAU), FGCU, and Florida International University (FIU). She added that FSU's 4.3 percentage point growth is impressive as increasing the graduation rate becomes more difficult the higher the graduation rate is. Additionally, eight institutions have improved on this metric every year for the last five years.

Governor Levine commended FAMU on their work to improve performance on this metric. Governor Lamb added that this is encouraging when compared with the metrics previously discussed as it shows a positive student success trajectory. Board Chair Kitson also commended FAU on its efforts.

Next, Dr. England reviewed the data for PBF 5, which is the academic progress rate. She explained that the academic progress rate is the percent of FTIC freshmen who complete their freshman year with a grade point average of 2.0 or higher and reenroll the following fall semester. This year, eleven institutions improved on this metric, with six institutions meeting their approved goals. The institutions above the 2025 Strategic Plan goal of 90% include FIU, FSU, the University of Central Florida (UCF), and UF. Also, FIU, UCF, UNF, USF, and UWF have improved on this metric every year for the last five years.

Governor Jordan commended FAMU on their work to improve the academic progress rate, moving from 72% to 82%. She asked about the strategies that helped them

improve performance. Dr. Larry Robinson, FAMU President, mentioned that academic affairs and student affairs have been working together to focus on the student experience. Some initiatives include establishing an Office of Freshman Studies, first-year experience programs, learning communities, and using data to monitor student progress.

Then, Dr. England reviewed data for PBF 6, which is the percent of bachelor's degrees awarded in PSEs. The 2025 Board Strategic Plan goal is 50%. This year ten institutions were at or above the strategic plan goal, with five institutions meeting their approved goals. Both UWF and USF have improved on this metric every year for the last five years.

Board Chair Kitson congratulated FIU on their overall improvements on PBF metrics, especially their increase on PBF 6.

Next, Dr. England reviewed the data for PBF 7, which is the access rate. Access rate is the percentage of undergraduate students with a Pell grant during their fall term. She noted that this metric was focused on input rather than outcomes. This year, nine institutions met or exceeded the 2025 Board Strategic Plan goal of 30%. Overall, nine institutions declined on this metric this year, and FSU and UF have declined on this metric for the past few years. The only institutions that improved performance on this metric over the past year were FIU, Florida Poly, and FGCU. She added that it is important to monitor this metric to ensure the commitment to access is preserved.

Chair Cerio asked both FSU and UF how they plan to reach 30%. President John Thrasher explained that FSU has implemented some outreach and recruitment programs that include visiting high schools with disadvantaged students and taking a look at application issues that may impact students. University of Florida Trustee Patel explained some of the challenges to recruiting Pell students, including the increased national competition for Pell students. To improve recruitment, UF has worked on establishing and maintaining contact with low-income high school students interested in UF. University of Florida President, Dr. Kent Fuchs, added that students don't always come from the local county and are sensitive to room and board costs, which is why UF has been trying to improve its financial award packages for Pell-eligible students. University of Florida Board of Trustees' Chair Mori Hosseini added that UF is working on the access rate and has committed to putting money aside to help recruit students.

Governor Stermon asked if COVID would impact this metric for the following year. President Thrasher said he did not anticipate COVID affecting the institution's access rate.

Governor Self asked FIU, who has had an access rate of over 50% for several years, if this rate was due to the local population or if there were other best practices to maintaining its access rate. Florida International University President, Dr. Mark Rosenberg, noted the institution has focused on student success and increasing access through the Golden Promise Program, which guarantees 100% tuition and fees to



students with a zero expected family contribution. Last year the program admitted 1,600 Pell students.

Governor Self then asked for the breakdown of in-state and out-of-state Pell students. Additionally, he wanted to know about options for State funding focused on Pell. Dr. England said Board staff would look into these issues.

Dr. England then reviewed the data on PBF 8a, which is the percent of graduate degrees awarded in PSE. The 2025 System Strategic Plan goal for this metric is 60%. Five of the ten institutions that use this metric improved on this metric over the prior year, with four meeting their approved goals. The University of West Florida had an improvement of 6.2 percentage points. Also, FAU and UWF improved on this metric every year over the past five years.

PBF 8b measures, used by both Florida Poly and New College, measures the percent of Freshmen in the top 10% of their graduating class. The 2025 System Strategic Plan goal is 50%. This year, Florida Poly met its approved goal. Although New College did not meet its approved goal, the institution did improve on this metric after several years of decline.

Next, Dr. England reviewed the data on PBF 9a and 9b. Both metrics were added due to a statutory change during the 2020 Legislative Session. Performance Based Funding metric 9a focuses on FCS AA transfer student two-year graduation rate. As this is the first year using the metric, there were no approved goals. Six institutions improved on this metric, with FIU, USF, and UWF showing the greatest improvements. Also, FAU and FIU have improved on this metric every year for the past five years. She added that the 2025 System Strategic Plan has a slightly different metric, a three-year graduation rate that includes both full-time and part-time students.

Governor Levine asked UF about their downward trend on this metric. Trustee Patel noted that one of the challenges UF faces, is the increasing concentration of transfer students entering the STEM field. Approximately 10% of FCS AA transfers go into engineering, and typically these students do not graduate in two years. Governor Silagy asked about internships and their impact on the graduation rate. Trustee Patel noted that there was some impact. Florida Poly President Avent added that the issue is not just internships but the curriculum. Governor Levine acknowledged that engineering does penalize institutions that lean heavily into engineering. Governor Silagy added that the Board should find ways to incentivize institutions to encourage students to go into internships, which may encourage department chairs and faculty to make connections with businesses. Chancellor Marshal Criser noted that one of the issues with the metrics is that the measurements rely on third-party validation of data, and there is no third-party internship repository. Additionally, there are concerns about the two-year statutory requirement. He added that the Board office is willing to revisit the conversation with the Legislature.

Next, Dr. England presented summary data on PBF 9b, the FTIC Pell recipient six-year graduation rate. She explained that the Board approved an alternative metric for Florida

Poly since, at the time, they only had one cohort for the six-year graduation rate. Out of eleven institutions, seven showed improvements over the prior year, with FAU, FGCU, FIU, and UWF showing the largest improvements. Also, FAMU, FIU, and USF have improved on this metric every year for the last five years.

Next, Dr. England provided an overview of each institution's performance on PBF 10. As this is the Board of Trustees's choice metric, the metrics vary by institution. Eight institutions met their goals for their chosen metric.

Dr. England provided an overview of the summary table for the proposed goals for the 2022 year. She noted that institutions are proposing to raise 27 goals, lower 20 goals, and keep most of the out-year goals the same. Additionally, she noted that due to COVID, the Board did not approve any goals from the 2020 plans, leaving the 2019 plans still in effect. Lastly, Dr. England noted that Metric 3, Cost to Student, and Metric 7, Access Rate, were the metrics where most institutions proposed increases and decreases, respectively.

Governor Lamb commented on the number of goals reduced by the University of South Florida and the University of Central Florida. He expressed a need to ensure the institutions continue to make progress and urged the institutions to revisit those goals.

University of South Florida President, Dr. Steven Currall, said the institution has carefully scrutinized those goals and wanted to ensure that the goals are both ambitious and attainable.

University of South Florida Provost, Dr. Ralph Wilcox, noted USF projected increases in 9 of the 11 metrics. Additionally, he added that Metric 4 and 5 are where the institution anticipated a decline due to attrition between fall 2020 and spring 2021. He indicated that the attrition was due to the increase in the number of students now choosing to leave the metropolitan area to attend college.

University of Central Florida President, Dr. Alexander Cartwright, explained they considered the local economy and the impact the COVID-19 pandemic had on tourism. Additionally, changes in salary and employment have influenced the number of students who are Pell-eligible.

Provost Wilcox said USF would like to revisit PBF 1 and 10 as the apparent decline or reduction of the goal was due to rounding. He proposed taking these metrics back to their Board of Trustees for approval to restore them to the previous year's goal.

## B. Key Performance Indicators

Ms. Sikes provided an overview of institutional performance of KPIs, highlighting that there was an overall improvement. She also noted that the research KPI's would not be covered during this meeting, but they will be included in the System Summary during the August meeting.

Next, Ms. Sikes reviewed the data for KPI 4, which is the percentage of bachelor's degrees without excess hours. She stated that nine institutions performed above the 2025 System Strategic Plan goal of 80%, and eight institutions had shown improvement on this metric every year for the last five years.

Next, Ms. Sikes provided an overview of KPI 6, the three-year graduation rates for FCS AA Transfer Students. Ms. Sikes explained that the difference between this metric and PBF 9b is about 7000 students. She reported that nine institutions improved on this metric over the previous year, with five institutions performing above the 2025 System Strategic Plan goal of 62%. Lastly, she noted that FGCU and FIU improved on this metric every year for the last five years.

Ms. Sikes presented an overview of KPI 7, the four-year graduation rates for FTIC Pell students. This year, eight institutions improved on this metric, and six institutions have improved every year for the past five years. Additionally, three institutions were above the 2025 System Strategic Plan goal of 54%.

Ms. Sikes then presented data for KPI 10, the percentage of bachelor's degrees awarded to African-American and Hispanic students. This year, five institutions improved on this metric, with eight institutions meeting their approved goals. The institutions exceeding the 2025 System Strategic Plan goal of 46% were FAMU, FAU, and FIU.

Then, Ms. Sikes presented the data for KPI 13, the percentage of bachelor's degrees in STEM and health. She reported that seven institutions improved on this metric, with six institutions meeting their approved goals. Overall, nine institutions met or exceeded the 2025 System Strategic Plan goal of 35%.

Ms. Sikes presented a summary of the proposed Teaching and Learning Metrics for the 2021-22 academic year. Overall, institutions proposed to lower 12 goals, raise 27 goals, and keep most of the year-out goals the same as the previous year's plans.

Governor Eric Silagy sought clarification on goal number 12. He also expressed concern with the changing landscape of education due to the impact of COVID.

Ms. Sikes explained that KPI 12 measures the undergraduate students at the institution taking online classes. She noted that the 2025 System Strategic Plan goal was to reach 40% by 2025. She clarified that this KPI was in the accountability plans before COVID-19.

Chancellor Criser clarified that the goal considers students who take an occasional course online and those who fully enroll in online degrees. He noted that there had been an increase in acceptance and desire to take courses online and teacher's being trained to teach online.

Next, Ms. Sikes provided a summary of the proposed Research Metrics for the 2021-22 academic year. She reported that universities are proposing to lower eight goals, raise nine goals, and maintain most out-year goals.

Ms. Sikes then presented a summary of KPI 15, which is the licensure exam passage rates. She noted that this past year, graduates sitting for professional exams might have experienced delays related to COVID-19. The national benchmark for the nursing exam this year was 90%. Of the ten institutions with nursing programs, nine had first-time exam passage rates at or above the national benchmark for 2020. Additionally, five institutions improved over the prior year's performance. For the fifth straight year, FAMU performed below the benchmark..

Board Chair Kitson inquired how the Board may be able to assist FAMU. President Robinson stated that the FAMU Board of Trustees and campus leadership have been focused on improving passage rates across the board. He explained that the new nursing dean has implemented some changes, including elevating admission criteria and having students complete diagnostic tests earlier in the program. Additionally, the provost has established a committee to work with each program, and the committees report out to the FAMU BOT at every meeting. He noted that the institution is starting to see some early indicators of improvements on this metric.

Governor Stermon asked if other System institutions have shared their best practices. Dr. Robinson responded that several institutions have shared practices across all licensure programs and that FAMU has incorporated some of these practices. However, it takes a few test cycles for these changes to have an impact.

Next, Ms. Sikes presented a summary of the first-time pass rates for the Florida Bar exam. Out of the four law schools in the System, three had first-time passage rates above the 71% state benchmark. She also noted the Bar exam was delayed multiple times in 2020 due to COVID-19.

Next, Ms. Sikes provided an overview of the first-time passage rates for physical therapy. Out of seven physical therapy programs in the System, five institutions were at or above the national benchmark of 91%. She highlighted that UCF has maintained a passage rate at or above 98%, and that UNF had a 100% passage rate. The two institutions performing below the benchmark were FAMU and USF. However, FAMU showed significant improvement and was within 8 pts of meeting the benchmark.

Governor Self commented on FAMU's improvement on the exam. He asked USF about their plan to address the downward trend in meeting the state benchmark for the physical therapy exam.

Provost Wilcox responded that USF is taking a three-pronged approach to improving passage rates. They enhanced admissions standards, conducted curriculum revisions, and provided students with regular access to test preparation tools.

President Larry Robinson shared some strategies FAMU has utilized to raise their passage rates in this area, including improved faculty development and utilization of predictive analytics to identify the need for early interventions.

Next, Ms. Sikes presented an overview of the pharmacy licensure passage rates. She reported that two out of the three programs in the System were at or above the national

benchmark of 88%. Additionally, FAMU showed some improvement and was within five percentage points of the benchmark.

Ms. Sikes concluded the KPI presentation by showing an overall summary of the proposed goals for licensure exams for the 2021-22 academic year. She noted that institutions did not lower any goals, raised six goals, and maintained 31 year-out goals.

Next, Ms. Sikes provided an overview of preeminent and emerging preeminent institutions' performance on preeminence metrics. She reported three preeminent institutions met all 12 metrics, and the two emerging preeminent institutions met more than the six, which is the minimum required.

#### C. Academic Program Coordination and Graduation Rate Improvement Plans

Ms. Sikes presented an overview of the academic program coordination portion of the accountability plan. She reported a total of 37 programs were being considered by institutions for the 2021-22 academic year, which is a decrease of 68%. Also, 92% of these programs were PSEs.

Ms. Sikes then provided an overview of the updates to the Graduation Rate Improvement Plans approved by the Board in June 2018. Common themes identified in the plans included increased financial support, increased offerings of in-demand courses, a focus on the 15 credit hours per semester, and improvement of student support services. She highlighted FAU's expansion of the launch scholarships, which allow students to enroll in one additional course. Also, FAMU's has worked to reduce the cost of textbooks, decreasing the cost of textbooks by \$1200.

#### D. Enrollment

Dr. England presented an overview of the percentage of undergraduates completing 15 credits in the fall term. She noted that seven institutions experienced growth in this area, highlighting UF, FSU, and UNF as having improved on this metric every year for the last five years.

Governor Haddock inquired about the inclusion of online and on-campus programs in the enrollment numbers. Dr. England explained that the data included both on-campus and online students. Governor Haddock asked for additional information on the distribution of students taking less than 15 credit hours and if they were more likely to be in person or online. Dr. England responded that she would look into the data and provide him with an answer after the meeting.

Next, Dr. England presented a summary table of the trends related to undergraduate enrollment of the ten largest institutions. She reported minimal changes, with UCF, UF, and UNF experiencing an enrollment increase of 11%, 8%, and 5%, respectively. She noted that Florida Poly was not included due to their small numbers.

Dr. England then presented an overview of Florida Poly's undergraduate enrollment. She indicated after a couple of years of decline, fall 2020 enrollment increased about 2% over fall 2019.

Next, Dr. England presented a summary of institutions that were experiencing greater increases or decreases in enrollment over the last five years. The University of Central Florida's 11% five-year growth could be attributed to a 26% increase in FTIC's and 14% increase in returning students. She noted that in fall 2020, UCF exceeded its FTIC goal by over 1,800 students. The University of Florida has had a 3% increase in returning students and a 13% increase in FCS Transfer students, with an overall 8% five-year growth. Lastly, UNF's 5% five-year growth was due to the 38% increase in FTIC's and a 30% retention rate. For those institutions with declining enrollment, Dr. England stated that UWF saw a decline across multiple subgroups, and FAMU experienced a 17% decline in their FTIC enrollment but an 18% increase in FCS AA transfers.

Governor Kitson asked if UCF's growth was intentional. President Cartwright indicated the growth was unexpected. The university had anticipated that more students would take gap years because of COVID-19. Instead, more students ended up staying in-state and transfer rates increased. He added that UCF plans to reduce its enrollment in the upcoming year.

Governor Stermon commented on the difference between the five-year growth plan projected for the state population and the growth plan proposed by the institutions. Governor Kitson indicated that the population projected to grow is not fully comprised of the college-age population. Additionally, the System's growth is lower because of the focus on quality.

Chancellor Criser informed the Board that Board staff is working with the Council of 100 to look at increasing productivity by increasing the four-year graduation rate, increasing the number of transfer students coming into the System and graduating, and how both of these line up with the State's growth.

Governor William Self inquired if the System follows the number of college-ready students in the K-12 system to ensure the System is prepared to receive those students. Chancellor Criser responded that the System does track and look at the trends of the number of college-ready students coming out of high school.

Florida Gulf Coast University President, Dr. Michael Martin, noted that having stable enrollment numbers is a positive thing because four-year graduation rates have improved, which means more students are moving through the System and graduating.

Chancellor Criser added that the increased number of degrees awarded leans towards those areas where demand is high in Florida.

Next, Dr. England presented undergraduate enrollment goals for the ten largest institutions. She indicated that most would remain constant. Both UNF and FAMU had increased their goals by more than 10%, with much of this growth expecting to come from increased retention. She also noted that UCF decreased its FTIC enrollment goal.

She concluded her presentation with enrollment goals for Florida Poly, noting their proposed growth of 1,000 students over five years

Chair Cerio asked for a motion to approve the 2021 Accountability Plans, excluding those sections of the plans that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the committee accepts the out-year portions of the plans for the following institutions: Florida Agricultural & Mechanical University, Florida Atlantic University, Florida Gulf Coast University, Florida International University, Florida Polytechnic University, Florida State University, the University of Central Florida, the University of Florida, the University of North Florida, the University of South Florida, subject to PBF 1 and 10 of which they will take back to their Board of Trustees, and the University of West Florida. Governor Levine moved to approve, Governor Silagy seconded the motion, and the motion carried unanimously.

Governor Cerio asked for a motion to approve the 2021 Preeminent State Research University Annual Status Updates for Florida State University, the University of Florida, and the University of South Florida. Governor Frost moved to approve, Governor Silagy seconded the motion, and the motion carried unanimously.

Governor Ciero asked for a motion to approve New College of Florida's performance based funding metrics as presented, excluding the out-year portions. Governor Jordan moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

#### 7. University Updates on Fall 2021

Governor Ciero asked each institution to provide an update on what the institutions are doing to support students, especially in the area of mental health.

President Cartwright stated that UCF expanded access to telehealth services, increased student and staff training through Kognito, and implemented a tiered system to improve counseling services scheduling. He noted that the institution is looking at ways to continue increasing capacity for students who are new to campus but not FTIC. Lastly, there is a new peer support initiative called UCF Cares Ambassador.

President Currall said USF is utilizing similar tools. The University of South Florida community developed a Principals of Community document, which helps guide the support needed for the university community and create a culture of support. Lastly, he stated the institution is constructing a new student wellness center on the Tampa campus.

President O'Shea reported that the demand for student mental health services at New College of Florida did not increase during the last academic year. He also indicated that the institution plans to return to full on-campus capacity and keep telehealth services for after-hours support.

Governor Kitson commended the institutions on their attention to student mental health and encouraged them to continue on that trajectory.

Florida International University President, Dr. Mark B. Rosenberg, commented on the possibility that the System may not see the immediate impacts of the pandemic and that the System will be facing these impacts in the upcoming years. He noted changes to employment and employees' desire to maintain a remote hybrid work schedule. Institutions should consider how they will respond and how this could impact faculty and staff retention.

Florida Agricultural and Mechanical University President Larry Robinson shared similar concerns regarding the ability or readiness of faculty and staff to return on-campus and the need to find ways to accommodate those who are vulnerable.

Governor Levine commended the System's research efforts in responding to COVID-19, specifically the number of U.S. patents USF produced. He asked USF and UF to comment on how they plan to continue to lead the State in research.

President Currall indicated that the institution would continue to support faculty researchers. He also stated that USF had allocated internal funding to research and address the impact of COVID-19 and diversity issues.

Trustee Patel stated that there's been a substantial increase in the number of graduate researchers at UF who are focusing on critical areas tied to artificial intelligence and data analytics. He added that UF has had an increased focus on FinTech, which is a growing industry.

President Thrasher added that FSU has also invested in research with a recent collaboration with a local hospital to start an academic health center. Also, the FAMU-FSU College of Engineering has increased its focus on research as well.

## 8. Concluding Remarks and Adjournment

Chair Cerio thanked all the institutions for continuing to serve the needs of students in the System.

Having no further business, Chair Cerio adjourned the meeting at 1:58 p.m.

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Timothy Cerio, Chair

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Disraelly Cruz  
Director, Planning & Policy