

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
Florida International University
August 31, 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 August 31, 2021, at 10:01 a.m. with the following members present: Governors Levine, Edge, Frost, Lamb, Scott, 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 June 22, 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. Chair Cerio and Board staff have met with national and System leaders engaged in researching and promoting civil discourse. Chair Cerio and staff also met with thought leaders on the subject, including Dr. Lynn Pasquerella, 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. 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.

A. System Initiative Update

Chair Cerio recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to present an update on the civil discourse activities and initiatives across the State University System.

Dr. England provided an overview of the timeline that began in January 2021 and is scheduled to conclude in January 2022 when the committee provides recommendations to the Board.

Dr. England reported that each institution submitted an overview of key activities and initiatives to support civil discourse to the Board office. The initiatives have been organized into four categories.

1. Workshops and professional development: Presentations, lectures, workshops, or training designed to provide opportunities for faculty, staff, students, and campus partners to learn how to engage in and facilitate dialogue respectfully, as well as discuss diverse points of view in an informal or formal environment.
2. Speakers, dialogue, and debate: Events or programs that provide opportunities for faculty, staff, and students to engage in, observe, or facilitate conversations and encourage civil discourse.
3. Outreach (on- and off-campus): Programs, workshops, and or campaigns designed to cultivate a campus culture of civil discourse and engage external partners on issues related to civil discourse.
4. Research and academic initiatives: Research-based initiatives, web tools, and courses designed to provide opportunities for students, faculty, and staff to engage in or learn about issues related to civil discourse in a formal setting.

Dr. England shared that four institutions will provide an overview of specific civil discourse initiatives.

B. Florida Atlantic University: Breezeway Dialogues

Chair Cerio recognized Dr. Brett Danilowicz, Provost and Vice President for Academic Affairs at Florida Atlantic University (FAU), to provide an overview of "The Breezeway Dialogues" initiative.

Dr. Danilowicz shared that the Dean and Associate Dean of the College of Business at FAU encouraged the institution to invite the individuals from The Bipartisan Policy Center, which is a think-tank based in Washington D.C., to hold its annual workshop at FAU. One of the group's focus areas is campus free expression. The session included university presidents, provosts, and legal officers from across the country to discuss different approaches to free expression on campus.

Dr. Danilowicz reported that FAU realized that the audiences for speakers with different viewpoints typically do not overlap, which limits the dialogue that can occur between groups. The intent behind the Breezeway Dialogue initiative is to encourage dialogue between groups with opposing viewpoints. The "breezeway" is the main thoroughfare through campus that all students pass through. Several deans at FAU are leading the efforts to initiate the program beginning in September 2021.

The intent is to model for students how to engage in difficult dialogue civilly and productivity showcasing effective debating and public speaking techniques. Multiple events will be held each semester in "purposeful collision spaces" on the FAU campus.

A spring 2021 survey of students found that the top five topics of interest for the Breezeway Dialogue events were: race relations, healthcare jobs, the economy, the environment, and gun rights and gun control.

Dr. Danilowicz shared that each dialogue features a faculty moderator and two panelists to present opposing sides of the issue or topic. Following the presentation and panel discussion, the audience can submit questions to the panelists, share commentary, or provide a different opinion on a topic. Most of the dialogues will be paired with prominent guest lectures. The first of these will focus on individual freedoms versus collective responsibility, which will occur in conjunction with events surrounding Constitution Day and a lecture on the First Amendment that will occur the prior week at FAU. The dialogue in November will be paired with a guest lecture on the Electoral College. Scheduling the events in this way will give students the opportunity to further engage on these topics after hearing the lecture and reinforce communication skills as an art form for civil discourse. The public nature of the events makes them very accessible to the larger campus community and students passing by will be encouraged to join and participate in the dialogue.

Chair Cerio thanked Dr. Danilowicz for the presentation. Board Chair Kitson expressed his support for the initiative.

C. Florida Polytechnic University: New Student Orientation

Chair Cerio recognized Dr. Kathryn Miller, Vice Provost for Academic Support Services at Florida Polytechnic University, to provide an overview of how civil discourse has been incorporated into their New Student Orientation program.

Dr. Miller shared that Florida Polytechnic University has added an intentional, peer-led workshop to new student orientation. The intention is to aid students in developing communication skills to help them become comfortable engaging in difficult situations. Dr. Miller reported that the new student orientation includes four components. First, students attend pre-orientation meetings with admissions and student affairs staff, which begin to establish the expectations for new students. Second is online academic advising and orientation leader meetings which are individualized meetings that address the student and their academic history. The third component is the live on-campus new student orientation, which is led by peer orientation leaders. The final component is the "You Matter" component, where orientation leaders check in with incoming students to ensure they are connected to the institution.

Within the live, on-campus orientation session is the Florida Poly Family Feud. The content is customized to facilitate communication and create a challenge for the students by presenting alternative viewpoints in an effective way. Students learn how to present their viewpoints to peers that do not share the same viewpoint. The orientation leaders play the role of the game show host and advise the students on how to effectively make their voice and opinion heard.

Dr. Miller reported that Florida Polytechnic University welcomed its largest class in the fall of 2021. Over 90% of the incoming freshman participated in the live new student orientation, including the Florida Poly Family Feud. The students engaged in civil discourse on non-political topics that are part of the institutional culture. Dr. Miller mentioned that the students had increased their capacity to engage with differing opinions with civility and respect.

Chair Cerio expressed his support for the program and thanked Dr. Miller for the presentation, and shared that the civil discourse work could also be expanded to faculty and staff.

D. Florida State University: The Power of WE

Chair Cerio recognized Governor Nastassia Janvier, Chair of the Florida Student Association, to provide an overview of the "Power of WE" program at Florida State University.

Governor Janvier shared that the Power of WE is designed to address national civil discourse across the university campus through interactive programming. The program recognizes that everyone starts with different lived experiences, and it emphasizes the importance of having a willingness to engage in conversations with others with an opposing viewpoint. The goal is to bring the conversations to a more personal or individual level.

Governor Janvier reported that a key component of the program is its focus on community building. One of the events that are part of this program is the longest table, which is an opportunity for faculty, staff, and students with different identities to come together and discuss different ideas and perspectives. The intent is to find commonality, collaboration, and shared values by interacting with others.

Governor Janvier mentioned that the initiative is based on the intergroup contact theory; this is implemented in practice through big picture questions and learning how to have individual takeaways from big group arguments. The initiative also works to help the participants to build common aspirations. All of the events and initiatives sponsored by the Power of WE are based on national data, and they have a self-assessment after the event occurs. Ultimately, the program is designed to encourage the willingness to have open communication and dialogue on differences.

Chair Cerio thanked Governor Janvier for the presentation. He inquired about Governor Janvier's experience with students' willingness to engage in conversations that are uncomfortable. Governor Janvier explained that the students who participate in the events recognize that participation requires a level of vulnerability and a willingness to hear opposing viewpoints.

Board Chair Kitson shared that Governor Janvier's enthusiasm for the Power of WE is very encouraging. He inquired if the focus of the program included helping students to find common ground in disagreements. Governor Janvier explained that a major component of the program is teaching students how to negotiate when disagreements

occur. Board Chair Kitson shared that it is important for individuals to listen to opposing viewpoints before engaging or responding.

Governor Levine inquired if the role of social media is included as a focus in the civil discourse initiatives given its prominent place in society. Chair Cerio agreed that the role of social media is a very important point of discussion.

E. University of North Florida: Difficult Conversations and Practical Solutions

Chair Cerio recognized Dr. Karen Patterson, Provost and Vice President for Academic and Student Affairs for the University of North Florida (UNF), to provide an overview of the Difficult Conversations and Practical Solutions initiative.

Dr. Patterson shared that intellectual curiosity, critical thinking, and free and open speech are all major focuses at UNF. Student organizations also contribute to the promotion of civil discourse at the institution. The Difficult Conversations and Practical Solutions initiative is a professional development program supported by multiple offices and academic departments at UNF designed to assist faculty and staff in facilitating conversations on difficult or controversial topics.

The University of North Florida has also partnered with local media outlets to extend the initiative beyond the institution. The Civil Discourse project is a series of panels focused on current events and controversial topics. The Cross-Cultural Education Discussion Forums and the Community Conversations with Dessert and Coffee are two other events that are designed to promote civil discourse and engagement with the community. The university also partners with the Jacksonville Chamber of Commerce to host community suppers that are hosted by community leaders at local restaurants focused on promoting conversations among individuals from different backgrounds. This event has been put on hold due to the ongoing pandemic.

Dr. Patterson reported that campus-based programs are focused on the professional development of the faculty. This includes events such as book discussions from notable authors, student-led conversations on current events, and professional development workshops to promote best practices in teaching and engagement with students, especially related to student engagement during the COVID-19 pandemic. In the fall 2021 semester, UNF will host a series of workshops for faculty on topics including Generation Z at UNF, developing a classroom conducive to critical thinking, and expanding ethical thinking in the classroom.

All of the events are designed to promote best practices in civil discourse across the university community.

Chair Cerio thanked Dr. Patterson for the presentation. Governor Lamb inquired about the feedback received from students and faculty involved in the initiative. Dr. Patterson shared that the feedback so far has been positive, and the addition of the critical thinking component has been particularly well received. Additionally, teaching participants how to listen during difficult conversations has helped to promote civil discourse at UNF.

Chair Cerio stressed the importance of promoting positive civil discourse across the State University System to prepare students for life after college. Governor Self added that it is important for institutions to include faculty in civil discourse initiatives.

Chair Cerio reiterated that teaching students positive civil discourse and how to engage in conversations is an important skill for success after college. Board Chair Kitson applauded the institutions for promoting these initiatives on their campuses and he encouraged the institutions to continue to enhance and grow these initiatives.

4. 2021 University Accountability Plans Update

Chair Cerio announced that the next item on the agenda is to consider approval of updates to the 2021 university accountability plans for New College of Florida, the University of South Florida, and Florida Agricultural and Mechanical University.

At the June 22, 2021 meeting, the Board approved accountability plans for 11 of the 12 institutions. The Board approved the performance based funding portion of the plan for New College of Florida and requested the other portions of the plan be revised and presented to the committee at the August 2021 meeting.

A. New College of Florida

Chair Cerio recognized Dr. Patrickia Okker, President of New College of Florida (NCF), to present the remaining portions of New College of Florida's Accountability Plan.

Dr. Okker reported the institution is focused on growing at a realistic and achievable pace, and she reported the progress on three key metrics: the academic progress rate, first-time in college (FTIC) four-year graduation rate, and the percent of bachelor's graduates employed or continuing their education. NCF proposed to increase the goal for the academic progress rate to 86%, FTIC four-year graduation rate to 66%, and the percent of bachelor's graduates employed or continuing their education to 67%.

New College has seen a decline in enrollment since 2016, but the institution is actively working to reverse this trend. For fall 2022, NCF plans to increase the FTIC enrollment by 14%, the number of returning students by 3%, and transfer students by 20%. These increases will keep NCF on target to meet the enrollment goals for fall 2022.

Dr. Okker also shared some highlights of NCF's contributions to the System. Some of these contributions include retaining talent in Florida; over 70% of NCF alumni remain in Florida. Data shows that New College graduates' median career salary is \$98,600. NCF has received many awards and honors, including being ranked as the #6 public liberal arts college in the country by U.S. News and World Reports. The institution also produces 11% of the Fullbright awardees in the System.

Dr. Okker shared that NCF has multiple strategies moving forward to implement the accountability plan. First, NCF plans to improve admissions marketing and research, and the institution is negotiating a contract with an admissions marketing firm. The institution will also focus on recruiting new student populations with a particular focus on

transfer students, select graduate programs, and encouraging students without a degree to return. Improving data analytics and campus outcomes will focus on tracking key measures, initially working to improve student retention data. New College also looks to improve the quality of student life. The final focus will be integrating career education throughout the curriculum, and the institution hopes to increase internship opportunities for all students. New College has received national recognition for its work to integrate career education into the curriculum.

Chair Cerio thanked Dr. Okker for the presentation and inquired if the committee had any questions. Board Chair Kitson commended Dr. Okker for her fantastic work since becoming the President of NCF. He shared that the Board can support these efforts by continuing to advocate for the institution, and the Board can work to secure the renovations needed for some of the facilities at NCF. Governor Levine expressed support for setting realistic goals for the growth of NCF. Governor Lamb encouraged Dr. Okker to continue to collaborate and engage with the Board of Trustees at the institution to support these efforts. Dr. Okker shared that the Board of Trustees has been very supportive.

Dr. Okker encouraged other State University System institutions to consider collaborating with NCF on program offerings to improve student opportunities.

Chair Cerio then asked for a motion to approve the 2021 Accountability Plan for New College of Florida, excluding those sections of the plans that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Lamb moved to approve, Governor Silagy seconded the motion, and the motion carried unanimously.

B. University of South Florida

Next, Chair Cerio mentioned that at the June 22, 2021 meeting, the Board requested the University of South Florida (USF) revise the goals for performance based funding metrics one and ten. Subsequently, USF staff informed Board staff that the same issue had impacted the goals for metric eight and the institution planned to ask their Board of Trustees to approve revisions to that metric as well. Chair Cerio recognized Dr. Ralph Wilcox, Provost and Executive Vice President for the University of South Florida, to present the revisions made to the three metrics in the USF Accountability Plan.

Dr. Wilcox shared that the institution recommended returning to the previously approved goals from the 2020 Accountability Plan for the three metrics: percent of bachelor's graduates employed or continuing their education, graduate degrees awarded in Programs of Strategic Emphasis, and the six-year graduation rate. The USF Board of Trustees unanimously approved these changes, and the institution submitted a revised 2021 Accountability Plan for consideration.

Chair Cerio thanked Dr. Wilcox for the presentation. Governor Lamb commended USF for the revisions to the 2021 Accountability Plan.

Chair Cerio then asked for a motion to approve the updated goals for performance based funding metric goals one, eight, and ten in the 2021 Accountability Plan for the University of South Florida. Governor Lamb moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

C. Florida Agricultural and Mechanical University

Chair Cerio explained that Florida Agricultural and Mechanical University (FAMU) requested an academic program be added to its 2021 accountability plan. This program is a joint program offered through the Florida Agricultural and Mechanical University – Florida State University (FSU) College of Engineering, and it is currently offered by FSU. He recognized Dr. England to give the presentation.

Dr. England shared that FAMU is requesting a technical change due to the program approval process for joint programs at the FAMU-FSU College of Engineering. Florida State University previously offered a Ph.D. in Materials Science and Engineering outside of the joint college. Recently the program was administratively moved to the joint College of Engineering. Florida Agricultural and Mechanical University would like to add a Ph.D. in Materials Science and Engineering to the 2021 Accountability Plan. The program is currently accessible only to students attending Florida State University. Adding the program to the 2021 Accountability Plan for FAMU will allow the institution to submit a proposal for the program to the Board of Governors for possible consideration at the November 2021 meeting. This change will allow students from both institutions to enroll in the program.

Chair Cerio thanked Dr. England for the presentation.

Chair Cerio then asked for a motion to approve the addition of the Materials Science and Engineering doctoral program to the 2021 Accountability Plan for Florida Agricultural and Mechanical University. Governor Lamb moved to approve, Governor Silagy seconded the motion, and the motion carried unanimously.

5. 2021 System Accountability Plan

Chair Cerio announced that the next item on the agenda is to consider approval of the 2021 System Accountability Plan. Board Regulation 2.002 requires the Board of Governors to submit a State University System summary to the Governor, the President of the Senate, and the Speaker of the House of Representatives each year. At the June 2021 Strategic Planning Committee meeting, the committee approved 11 of 12 university accountability plans, excluding out-year portions, for each university. The committee just considered and approved changes to the 2021 Accountability Plans for Florida Agricultural and Mechanical University, New College of Florida, and the University of South Florida. Based on the data and information provided in the institutional accountability plans, Board staff analyzed system-level data and trends for key performance indicators.

Chair Cerio then recognized Dr. England to give the presentation.

Dr. England presented the first metric, the percent of bachelor's degree recipients who were employed and earning more than \$25,000 or enrolled in further education one year after graduation. The goal for this metric has been changed to \$30,000, and that change will be reflected in the System accountability plan for next year. Overall, the changes have been gradual over time, but this metric has increased five percentage points over the last five years showing that more students are finding gainful employment or pursuing further education. These improvements have come about due in large part to the increased efforts of the universities, the career centers in particular, who are working diligently to help students be successful even beyond graduation.

Dr. England next presented median wages of bachelor's degree recipients employed one year after graduation. She reported that this metric has been difficult to see changes largely because the employers ultimately determine wages. However, the median wages of State University System graduates have increased by almost \$4,000 over the last five years, putting the System within \$1,300 of the new 2025 Strategic Plan goal of \$43,200. Dr. England also noted that the data shows there is more than an \$18,000 difference in median wages between high school graduates and bachelor's degree graduates, demonstrating the added value a bachelor's degree provides graduates in the workforce.

Dr. England then presented the metric on the average total cost to the student for the completion of a bachelor's degree. The cost to the student is calculated by taking the total tuition, fees, and books minus grants and scholarships, excluding loans. In the last five years, the System has reduced the average cost to the student by almost \$12,000. This metric has also seen drastic improvement due to the large increases in state financial aid over the last five years, thanks to the generous support of the legislature and Governor.

Dr. England reported that the academic progress rate had shown a gradual increase over the last five years, and the System is now only one percentage point away from the 2025 Strategic Plan goal of 90%. Additionally, she reported that the four-year graduation rate for full-time first-time college students had increased 12 percentage points over the last five years. This equates to an additional 5,400 students graduating annually. The System is now six percentage points away from the 2025 Strategic Plan goal of 65%.

Next, Dr. England shared that the percentage of bachelor's degrees awarded in subject areas designated by the Board as Programs of Strategic Emphasis has improved by three percentage points over the last five years. The System currently awards 54% of bachelor's degrees in areas of emphasis, exceeding the 2025 Strategic Plan goal of 50%. The percentage of graduated degrees awarded in programs of strategic emphasis is currently at 64%, which also exceeds the 2025 goal of 60%. This shows that the institutions are responsive to the workforce needs of the state.

Dr. England explained that the university access rate is the percentage of undergraduate students enrolled during the fall term receiving the Pell Grant. This metric has seen a decrease of two percentage points over the last five years, but the

System has already exceeded the 2025 goal of 30%. The Board's 2025 Strategic Plan goal is for each institution to be at 30% or higher. According to the university accountability plans, nine of the twelve institutions are meeting or exceeding this goal.

Dr. England mentioned that in fall 2019, the Board approved the addition of two new metrics to the 2025 Strategic Plan. The first of these metrics is the 4-year graduation rate for first-time in college, full-time Pell recipients, which has an approved 2025 goal of 54%. When the metric was first approved, the System average was 46%. The current System performance is 55% which exceeds the approved goal for 2025.

Dr. England explained that the second metric added in fall 2019 was the 3-year graduation rate for the Florida College System Associate in Arts transfer students, which had an approved goal of 62%. The System has improved this metric to 62%, which meets the approved goal for 2025.

Dr. England reported that the number of bachelor's degrees awarded annually in the System has increased by 8,700 over the last five years, and the System is now only 6,300 graduates below the 2025 goal of 78,500 graduates. She added that Board staff believe the System is on pace to meet the goal on time, largely because the universities historically tend to slightly underestimate the number of degrees awarded.

Dr. England also shared that the 2021 System Accountability Plan includes a key performance indicator for the percent of bachelor's degrees awarded to African American and Hispanic students. Currently, 43% of all bachelor's degrees are awarded to African American and Hispanic students, which is up from 39% a few years ago. The Board's 2025 Strategic Plan goal for the percent of bachelor's degrees awarded to African American and Hispanic Students is 46%, and the System is on pace to achieve that goal.

In terms of graduate degrees, Dr. England explained that the System is currently on pace to meet the 2025 goal of awarding 27,400 graduate degrees. In the 2019-2020 academic year, the System awarded almost 25,000 graduate degrees, which is only about 2,400 shy of the 2025 goal.

Dr. England presented that in 2019-2020, the System spent \$2.28 billion on research and development, which is almost a \$10 million increase over the prior year. This includes all types of research expenditures. In 2019, the Board set a goal of \$3 billion in research expenditures. The institutions are continuing to seek research and funding opportunities, but the System is currently not on pace to meet the 2025 goal. The institutions are continuing to collaborate to apply for larger funding opportunities.

Governor Lamb inquired about the difference between the approved university goals and the projected trend for research expenditures in the System. Dr. England explained that the projections are based on the individual university goals in their institutional accountability plans. He expressed the importance of working to achieve the 2025 Strategic Plan goals.

Governor Self shared that the recruitment and retention of faculty and enrollment management are important components of the research metric. He also expressed that it is possible to achieve the 2025 goal.

Governor Edge shared that the System should be proud of the research accomplishments, but the System needs to work to increase the wages for System graduates. He suggested the committee reconsider the \$25,000 wage threshold for bachelor's graduates. Dr. England shared that almost 67% of bachelor's graduates met or exceeded the revised threshold of \$30,000. Governor Stermon shared that the metric could possibly be linked to changes to the minimum wage. Board Chair Kitson and Governor Lamb agreed that the Board should have additional conversations about the \$30,000 wage threshold and asked Board staff to conduct further research into the benchmark for the wages of bachelor's graduates in the System.

Governor Self inquired if graduate students earning stipends could negatively impact the wage data for baccalaureate graduates. Dr. England shared that students who are identified as continuing their education after graduating with their bachelor's degree would not negatively impact the wage metric.

Dr. England stated that the System has seen an increase of three percent over the last five years in undergraduate enrollment. New and returning first-time in college students continue to increase. However, the System has seen a slight decrease in associate in arts transfer students from the Florida College System over the last five years. The decline in transfer students was observed at eight of the twelve institutions. The data from the current accountability plans project a total System enrollment growth of two percent by 2025.

Governor Silagy inquired if staff could differentiate between on-campus and distance learning in the full-time enrollment data. Dr. England shared that distance learning, at the undergraduate level, is included as a metric in the System Accountability Plan. For the current year, the System is at 33%, with a goal of 40% by 2025.

Dr. England summarized the key point takeaways from the 2021 System Accountability Plan. The universities are continuing to work to keep Florida as the #1 state in the country for higher education. She thanked Board Chair Kitson, the Board, and the institutions for their efforts.

Chair Cerio asked for a motion to approve the 2021 System Accountability Plan. Governor Silagy moved to approve, Governor Self seconded the motion, and the motion carried unanimously.

6. Pillars of Excellence, 2020-21 Quarter 4 Spending Report

Next, Chair Cerio recognized Dr. England to present the Pillars of Excellence 2020-2021 Quarter 4 Spending Report.

Dr. England noted that Florida Gulf Coast University (FGCU) received \$3 million in recurring funds for The Water School and indicated that approximately \$1.3 million had been spent. These funds were spent on building research capacity through purchasing equipment to support coastal water research, funding ten faculty-student research projects, and supporting research and teaching assistantships. Although FGCU experienced some hiring challenges related to COVID-19, FGCU has hired one Assistant Professor in Environmental Psychology, who will begin in fall 2022, and extended an offer to fill another assistant professor position. The searches for the Eminent Scholar and Visiting Scholar were terminated due to a lack of qualified candidates.

Florida Gulf Coast University has also been involved in community initiatives. Dr. England reported that Project WeTLands, a teacher leadership academy, trained a total of nine K-12 teachers in the 2019-20 academic year. Additionally, she noted that FGCU assisted in the planning and facilitation of the Southwest Florida Regional Resiliency Compact, which is a coalition of county and municipal governments that work together to identify and mitigate climate change impacts. Also, FGCU has partnered with Cemex to develop educational programming.

Dr. England reported that FGCU exceeded its first year metric of \$1 million in research expenditures by having \$4 million in research expenditures. Some agencies The Water School received grants from included the National Science Foundation, the National Institute of Health, the Environmental Protection Agency, and the National Centers for Coastal Ocean Science.

Dr. Mike Martin, FGCU President, commented that the institution has recently hired former Secretary of the Florida Department of Environmental Protection, Noah Valenstein, as a consultant, and he will work with The Water School on policy issues. President Martin also noted that the institution plans to have the new building occupied and functional in approximately two months, which will also help with faculty recruitment.

Next, Dr. England reported that the University of North Florida (UNF) received \$6 million, \$3 million was recurring funds, to support its MEDNexus initiative. She noted that UNF spent approximately \$2.3 million on securing and renovating labs, classrooms, and office spaces at the Palm Coast and the Florida State College at Jacksonville Deerwood campuses. The University of North Florida also hired a Doctor of Nursing Practice in Mental Health, a program director, and additional full-time and part-time clinical and instructional staff. She noted that UNF faced hiring challenges similar to those that impacted other institutions in the System. She indicated that hiring challenges contributed to lower expenditures. Lastly, she noted that UNF awarded approximately \$479,000 in scholarship packages and formalized key partnerships.

Next, Dr. England gave an overview of Florida State University's spending in the first year. She reported that FSU received \$15 million in recurring funds for preeminence and national rankings enhancements, of which \$14.1 million or 95% was expended by the end of the fourth quarter. Florida State University used the funds on several

initiatives targeting student and faculty success, including hiring additional faculty and staff, increasing financial aid for undergraduate and graduate students, and updating computer labs and studios. She reported that FSU hired 11 out of 15 faculty positions and that offers have been accepted for the remaining positions. She highlighted FSU's investment in graduate education. Florida State University's \$1.8 million to improve and expand graduate student stipends has resulted in a 21% increase in graduate enrollment.

Next, Dr. England reported that the University of Florida (UF) received \$15 million in recurring funds for preeminence and national rankings enhancements. She noted that UF expended \$14.5 million in the first year on improving faculty compensation, facilities, and financial aid, and \$13.1 million going towards the continued cost of salary increases for faculty and staff. The University of Florida also invested in two Moonshot Programs, one on cancer research and reducing health disparities and the other on improving K-12 STEM education. Dr. England reported that the investments have helped UF increase total research expenditures by \$13.6 million and that UF has increased the number of faculty with the highest degrees in their field by three percentage points.

Chair Cerio thanked Dr. England for the presentation.

7. Pillars of Excellence 2021-22 Spending Plans

Chair Cerio recognized Dr. England to present the Pillars of Excellence 2021-22 Spending Plans submitted by FGCU, UNF, FSU, and UF. Since the 2021 Legislature did not fund any Pillars of Excellence proposals, the spending plans included recurring funds awarded by the 2019 Legislature and carryforward funds from the 2020-21 fiscal year. Dr. England reported that FGCU's total 2021-22 fiscal year budget for The Water School is \$4.7 million, of which \$1.7 million is carryforward funds. She noted that FGCU plans to fill 14 faculty positions, two of which were failed searches during the 2020-21 fiscal year. She reported that FGCU intends to hire some positions in clusters, which will facilitate the hiring process. She explained that due to the amount of time it takes to hire and onboard new faculty, all successful hires were anticipated to begin in fall 2022. She noted that this would create additional salary savings during the current fiscal year, which will be used to provide startup funds for new faculty and other one-time expenses. Dr. England added that approximately \$89,000 will be used to retain high-performing faculty. She noted that FGCU will invest in six staff positions, including two coordinator positions, an administrative specialist, and an executive in residence who will promote and enhance collaboration and partnerships, internships, and the career pipeline for students. Funds will also be used to retain existing staff.

Finally, Dr. England noted that FGCU plans to continue investing in undergraduate and graduate financial aid and maintain its commitment to the surrounding community through Project WeTLands and the Southwest Florida Regional Resiliency Compact.

Next, Dr. England provided an overview of UNF's Year 2 spending plan for the MedNexus initiatives. UNF will have a total budget of \$6.5 million, which includes approximately \$3.4 million in carryforward funding.

During the second year of funding, UNF plans to complete renovations at all three locations, which are the UNF main campus, the City of Palm Coast campus, and Florida State College's Deerwood campus. The University of North Florida plans to complete renovations at the Palm Coast location by fall 2021 and at the Deerwood location by spring 2022. She reported that while renovations are being completed at the Deerwood location, UNF plans to purchase new equipment for the labs and continue to recruit students for all three campuses. She also stated that UNF has set aside \$1 million for scholarships for the 2022-23 academic year cohort and plans to hire additional faculty and support staff to assist with simulation labs and program coordination.

Then Dr. England provided an overview of FSU's Year 2 spending plan and initiatives that would improve performance on preeminence and national rankings metrics. Florida State University will have a budget of approximately \$15.8 million for the 2021-22 fiscal year. She stated that the institution plans to continue to upgrade computer labs and library resources, increase financial aid, increase academic and student support staff, and improve course completion rates. She noted that FSU expects the investments will have a positive impact on retention and graduation rates. Lastly, she reported that FSU also plans to focus on recruiting and retaining graduate student and faculty talent through improving stipends and faculty salaries, bringing them closer to the market level.

Dr. England then reported that UF would have a budget of approximately \$15.9 million for the 2021-22 fiscal year, which would support initiatives to improve preeminence and national rankings. She noted that 93% of the funds will be used to support the continued cost of faculty raises. She reported that UF's current average salary is 12% lower than the University of North Carolina, Chapel Hill, which is the next lowest in the Top 10 public universities. She noted that this investment will help retain top faculty, which is expected to impact two U.S. News and World Reports metrics. Lastly, she explained that the remaining funds, which are carryforward funds, have been earmarked for the two Moonshot projects described previously.

Chair Cerio thanked Dr. England for the presentation.

Chair Cerio asked for a motion to approve the 2021-22 spending plans for Florida Gulf Coast University, the University of North Florida, the University of Florida, and Florida State University. Governor Self moved to approve, Governor Edge seconded the motion, and the motion carried unanimously.

8. Pillars of Excellence 2022-23 Legislative Budget Request

Chair Cerio then recognized Dr. England to present the 2022-23 legislative budget requests for the Universities of Distinction and Preeminence/National Rankings components of the Board's Pillars of Excellence framework. He noted that if approved by this committee, the requests will then be considered by the Budget Committee.

Dr. England provided a brief overview of the Board's Pillars of Excellence funding framework. She noted that the framework included three key components:

Performance Based Funding, Universities of Distinction, and Preeminence/National Rankings. She noted that the Universities of Distinction pillar is for the nine non-preeminent institutions. The goal is for these institutions to identify an existing area of strength and develop a proposal for funding to help elevate that area to state or national prominence while also focusing on Florida workforce needs and contributing to an innovation economy in Florida. She then explained that the Preeminence/National Rankings pillar supports the System's three preeminent institutions, helping them maintain preeminent status and move up in the national rankings.

First, Dr. England provided an overview of the Universities of Distinction proposals. She noted that both FGCU and UNF received prior funding. She reported that FGCU was requesting an additional \$4 million to hire 15 faculty members and five staff members, and to continue to support The Water School faculty and undergraduate research.

Dr. England then reported that UNF was requesting an additional \$2.8 million for MedNexus. She noted that UNF plans to hire three additional faculty members and two staff members. She also noted that UNF plans to expand its 3D printing lab.

Next, Dr. England reported on seven institutions that have not received prior funding for their Universities of Distinction initiatives. Dr. England noted that Florida Agricultural and Mechanical University was seeking \$6 million to improve 21st-century health and wellness. If funded, FAMU plans to hire nine faculty and nine staff members to enhance the quality of the Doctor of Public Health program, the Master of Public Health Program, and the Master of Health Administration. The university also plans on expanding partnerships with specific counties in Florida to address environmental health concerns.

Next, Dr. England reported that Florida Atlantic University (FAU) requested \$18.1 million to support applied AI and big data analytics programs. She noted that FAU plans to hire 15 faculty members and three staff members to support efforts to expand its big data curriculum, recruit graduate students, and support research focused on AI and data analytics.

Dr. England then presented Florida International University's (FIU) request for \$15.15 million to support environmental resilience initiatives. Dr. England stated that FIU plans to hire 51 faculty members and ten staff members to support initiatives related to improving the reputation of academic programs, offering additional classes, facilitating the coordination of current research efforts, and developing new mechanisms for monitoring water quality.

Next, Dr. England reported that Florida Polytechnic University requested \$3.5 million to hire four faculty members and six staff members, and to increase student financial aid.

Dr. England then reported that New College of Florida requested \$525,000 to support their initiative to educate students for 21st-century work. She noted that New College plans to develop a professional field experience alternative to the thesis requirement. New College also plans to develop an innovation hub that will work with the surrounding community to identify workforce needs and connect students with employers.

Dr. England continued with the University of Central Florida's request for \$21.8 million. She noted that the funds would be used to expand their engineering and computer science programs. The university requested funds for 64 faculty positions and 16 staff positions. These hires would increase the capacity in STEM programs.

Dr. Alexander N. Cartwright, President of the University of Central Florida, noted that it could take approximately three years to hire all of the requested faculty. Additionally, he noted that any unused recurring funding will likely be used to assist with the recruitment of faculty.

Dr. England then presented the University of West Florida's (UWF) request for \$15.28 million. She noted that UWF requested funds for 29 faculty positions and 20 staff positions. These additions would assist in creating a Department of Cybersecurity and developing a cyber-physical systems lab and a cyber forensics lab.

In total, the Universities of Distinction requests totaled \$87.1 million and reflected plans to hire 193 additional faculty members and 71 additional staff members.

Board Chair Kitson commented on his support for the legislative budget requests.

Next, Dr. England presented the requests from the three preeminent institutions starting with the two institutions that have received prior funding under the Pillars of Excellence framework.

Dr. England reported that FSU submitted a request for \$50 million, which would be used to improve the infrastructure of STEM and health programs and to support faculty in those areas. She noted that FSU also plans to invest funds to improve transfer student success. Lastly, FSU would use the funds to hire 122 faculty members and 68 student support staff members.

Dr. England then presented UF's request for \$60 million. She noted that these funds would be used to hire 211 faculty members in a variety of disciplines that support AI. She then reported that \$10 million of the \$60 million would be utilized to create a FinTech action corp, which will serve as liaisons between the institution and the business community.

Dr. England then reported that The University of South Florida requested \$50 million for their preeminence and national rankings enhancement initiatives. The university would use the funds to hire 175 faculty members to reduce their student-faculty ratio. Hiring 25 staff members would help enhance undergraduate recruitment and support services. Additional funds will be used to improve faculty compensation and increase research funding.

Dr. England reported the preeminence and national rankings total legislative budget requests amounted to \$160 million. She noted that if fully funded, the three preeminent institutions would focus on areas that would help them increase in national rankings as well as hire approximately 508 faculty members and 96 staff members.

There was a general discussion around how institutions define staff. Governor Lamb requested clarification on the ways institutions are defining staff in order to better communicate with outside constituents.

Dr. England concluded her presentation by reporting the total for the 12 legislative budget requests was \$274 million.

Chair Cerio thanked Dr. England for the presentation.

Chair Cerio asked for a motion to approve the 2022-23 Legislative Budget Requests for Universities of Distinction and Preeminence/National Rankings. Governor Silagy moved to approve, Governor Self seconded the motion, and the motion carried unanimously.

9. Concluding Remarks and Adjournment

Having no further business, Chair Cerio adjourned the meeting at 2:00 p.m.

Timothy Cerio, Chair

Brittanian Gamble
Assistant Director, Academic Affairs