

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA STATE UNIVERSITY
January 25, 2022

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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 January 25, 2022, at 10:33 a.m. with the following members present: Governors Levine, Frost, Jordan, Lamb, Self, and Silagy (1:00 p.m.). A quorum was established.

2. Minutes of the Strategic Planning Committee Meeting

Chair Cerio asked for a motion to approve the minutes of the November 4, 2021, committee meeting. Governor Levine moved to approve, Governor Silagy seconded the motion, and the motion carried unanimously.

3. Nursing Education in the State University System

Chair Cerio announced that the next item on the agenda is to hear about nursing education in the State University System. The State University System offers nursing education programs ranging from the bachelor's level to the doctoral level. House Bill 1507 required the Board of Governors to collect ten-year trend information on all pre-licensure nursing programs offered in the System.

Ms. Emily Sikes, Assistant Vice Chancellor for Strategic Initiatives and Economic Development will provide an overview of nursing education programs in the State University System then Dr. Usha Menon, Senior Associate Vice President, University of South Florida Health, Dean of the College of Nursing, will highlight select initiatives designed to expand nursing education program capacity.

Chair Cerio then recognized Ms. Sikes and Dr. Menon to make the presentation.

Ms. Sikes reported that the legislature passed HB 1507, which required the Board of Governors to collect 10-year trend data on pre-licensure nursing education programs in the System. Board staff collected the information necessary in the fall and as required by the bill. Chancellor Criser presented the information to the Talent Development Council in December.

Ms. Sikes noted that nursing education programs are available across the System at ten institutions. Neither New College of Florida nor Florida Poly offers nursing programs.

Ms. Sikes explained that ten institutions offer pre-licensure Bachelors of Science in Nursing (BSN) programs. Ms. Sikes stated that the System provides a variety of master's and doctoral level nursing programs, particularly programs that prepare graduates for advanced practice nursing. Ms. Sikes noted that the State University System (SUS) programs had increased slots by 43% in the past ten years.

Ms. Sikes reported that the number of nursing graduates at the pre-licensure level has also increased in the last ten years by 45%. The System has prepared an additional 500 graduates to sit for the licensure exam in the previous ten years. Ms. Sikes continued by saying nursing students have a very high graduation rate. Ninety percent of the most recent graduating cohort graduated in four years.

Ms. Sikes remarked that not only has the System produced more nursing graduates, but the graduates also continue to perform well on the nursing licensure exam, commonly referred to as the NCLEX, which is short for National Council Licensure Examination. Ninety-four percent of the nursing graduates passed the licensure exam in 2020. Almost all of these students passed on their first attempt at the exam. The System pass rate also exceeded the national average. Ms. Sikes noted that this data is a strong indicator of the System's program quality.

Ms. Sikes stated that nursing graduates from the System have a very high employment rate within a year of graduation. The graduates may also be continuing their education through a graduate program in nursing. Board staff examined how many graduate-level degrees nursing degrees the System produces compared to the private institutions. Ms. Sikes reported that the System awards more than 40% of all graduate degrees in nursing, awarding 1/3 of the master's degrees and more than 2/3 of the doctoral degrees. The System is critical in preparing graduate-level trained nurses for the state.

Ms. Sikes also reported that the BSN graduates earn higher wages than other SUS graduates one year after graduation.

Ms. Sikes summarized by saying the System offers high-quality nursing programs critical to meeting the state's workforce needs. The nursing graduates have high licensure exams pass rates, and they are employed at high rates.

Governor Levine reported that from 2018 to 2020, the Florida population grew by 755,000 people. The population is projected to grow even more, with 25% over 65 up from 20%. There is a massive shortage. Governor Levine continued by saying in 2019 nursing schools turned away more than 80,000 qualified nursing applicants because there were not enough faculty or slots. The country's area that has the most to lose is the southeast. What is coming now is a significant crisis.

Governor Levine also shared that the average age of a nurse is over 50. With the number of retirements coming after the Omicron subsides, another out-migration from the bedside will happen. Governor Levine said it is his hope that the SUS can continue to work with colleagues in the private sector. Governor Levine asked what could be

done to increase this pipeline because this is a significant threat to the economy of Florida if it is not addressed.

Governor Scott asked what percentage of Florida nursing graduates out-migrate from Florida. Ms. Sikes reported that the information the Board receives is not broken down by state.

Governor Lydecker asked Governor Levine to clarify his observations about the nursing shortage. Governor Levine explained that looking only at the licensure data and the overall number of nursing graduates the SUS produces is misleading. Governor Levine said many people going into advanced practice nursing are not working at the bedside. They are doing other types of professional nursing practice. Governor Levine explained that the real crisis is at the bedside, which is growing. The data overstates the number of nurses going into those bedside careers. The most significant gaps are in registered nurse (RN) positions, which require either a two-year degree or a BSN. The Board does not have enough data to tell where the gaps are or what the SUS needs to do to close the gaps.

Chancellor Criser commented that he recognizes a large gap at the RN level. There is also a growing gap at the BSN level because of production. In addition, the demand for BSNs is increasing on the employer side. Chancellor Criser stated that the Board of Governors is working closely with the legislature and the legislative staff to develop a survey mechanism that may provide more insight into where nurses choose to go when they graduate. The agreements between states do not allow access to the data on the students when they leave the state of Florida. Chancellor Criser noted that it's unclear whether nursing students leave the state of Florida because there was a job somewhere else that Florida did not have, if jobs in other states paid more, or if other factors are involved.

Governor Haddock stated that another thing to consider is in-migration. If 30% of the population came to Florida from somewhere else to go to the nursing schools and 20% left, the SUS made a 10% gain. Governor Haddock remarked that knowing how many migrate in would help better understand the out-migration.

Dr. Usha Menon, Senior Associate Vice President, University of South Florida Health and Dean of the College of Nursing, stated that soon the University of South Florida (USF) would be able to share some data on out-migration because Governor DeSantis and the Florida legislature had funded the reestablishment of the Florida Center for Nursing. The USF College of Nursing is sending out a survey asking questions about where nurses got their degrees as they apply for licensure in Florida, why the students may be planning to leave the profession or the state, and when. Dr. Menon said USF should have some preliminary data to share in about a year.

Dr. Menon shared that the USF has focused on strategies to retain nurses in the Tampa area. She said USF had developed three programs to help with this effort: the Excellence in Nursing Trailblazer Externship, Excellence in Nursing Preceptorship to

Hire, and Excellence in Nursing Well-Being Coaching. These are pilot programs with approximately 20 participating in the summer of 2022.

Board Chair Lamb asked Dr. Menon if this is a success and USF wanted to go from 20 students to 2,000, what the limitations would be. Dr. Menon explained that one challenge is the ability to pay, and another would be the ability of the hospitals to take the students.

Chair Cerio asked if other SUS institutions wanted to replicate their programs if they could partner with USF. Dr. Menon said yes and that the other institutions are open to it, but they would have to have enough faculty to oversee the programs.

Chair Cerio asked if there should be a commitment for retention, both from the hospital and the student, that says they will stay for a certain number of years. Dr. Menon responded by saying yes, it would depend on what commitment the hospitals wanted and how much funds they were willing to put in.

Chair Cerio thanked Ms. Sikes and Dr. Menon for the presentation.

4. Undergraduate Career Planning Requirements

Chair Cerio announced that the next item on the agenda was a presentation about undergraduate career planning requirements established with House Bill 1261 during the 2021 Legislative Session. The bill created section 1006.751, Florida Statutes, requiring each state university board of trustees to adopt procedures to connect undergraduate students to career planning, coaching, and related programs during the first academic year of a student's enrollment.

Chair Cerio noted that the statute also requires the Board of Governors of the State University System to review and approve each university's procedures by March 1, 2022. If approved by the Strategic Planning Committee, the institutions' plans will be forwarded to the full Board for consideration.

Chair Cerio stated that Ms. Emily Sikes, Assistant Vice Chancellor for Strategic Initiatives and Economic Development, will provide an overview of the institutions' plans, and Ms. Myrna Hoover, Director of the Florida State University Career Center, will highlight FSU's career planning procedures and the career readiness training module.

Ms. Sikes reported each institution submitted undergraduate career planning procedures approved by the universities' boards of trustees. Board staff reviewed each institution's plan and verified that they were consistent with the statutory requirements. While the implementation of the conditions varies by institution, each student must complete the procedures within the first academic year.

Ms. Sikes remarked that all institutions have developed and are implementing career planning procedures to meet the required components established with section 1006.751, Florida Statutes. These procedures were established to connect undergraduate students to career planning, coaching, & related programs during the

first academic year of a student's enrollment. Ms. Sikes noted that across the System, students would experience multiple benefits from participating in and completing the career planning procedures.

Ms. Sikes then introduced Ms. Myrna Hoover, the Career Center Director at Florida State University. Ms. Hoover explained that the 12 state universities had created systems to meet House Bill 1261, exposing students to early career and workforce information. Under the leadership of enrollment management, admissions will direct all students to the MyFloridaFuture website. Once enrolled, students are automatically enrolled into the *Build Your Foundation* Canvas course at Florida State University (FSU).

Ms. Hoover noted by utilizing current university systems and technological innovations to automate enrollment through cross-divisional and cross-campus working groups, FSU has developed a student journey that begins before a student's first day on campus, meeting the four requirements of HB1261.

Ms. Hoover stated that at the end of a student's *Build Your Foundation* course, the canvas site directs students to career center resources and additional competency development courses to help students develop critical workforce competencies to help them succeed in their chosen careers.

Ms. Hoover remarked that FSU is building an innovative technology framework to allow for live-time updates and reduce lag time for students. This framework will provide comprehensive career education and campus resource information to FSU students to support them in designing their careers at FSU and beyond.

Governor Cerio inquired about the students who don't know what they want to do yet and how to make sure they don't fall out of the pipeline. Ms. Hoover explained that House Bill 1261 had allowed students exposure to aptitude tests or assessment testing that will give students connections to majors and occupations.

Governor Janiver commented that students are aware of the pressures of getting a job after graduation. The career center and the dashboard allow students to figure out what they want to do and plan for that.

Chair Cerio thanked Ms. Sikes and Ms. Hoover for the presentation.

Chair Cerio asked for a motion to approve the undergraduate career planning procedures submitted by each State University System institution in compliance with section 1006.751, Florida Statutes. Governor Levine moved to approve, Governor Lamb seconded the motion, and the motion carried unanimously.

5. MyFloridaFuture Demonstration

Chair Cerio reported that the next item on the agenda was a demonstration of MyFloridaFuture. Section 1006.751, Florida Statutes, directed the Board of Governors

to publish a State University System career planning online tool by January 1, 2022. The purpose of the tool is to assist students and families in making better-informed decisions about educational options and future employment opportunities.

Chair Cerio recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, Mr. Roger Strickland, Director of Economic Development, and Mr. Troy Miller, Deputy Chief Data Officer, to demonstrate the new online tool, MyFloridaFuture.

Dr. England reported that as a result of legislation passed in 2021, section 1006.751, Florida Statutes, directed the Board of Governors to publish a State University System career planning online tool by January 1, 2022, and directed the universities to post a link to the tool on their admission websites. The statute also requires the universities to ensure that every incoming freshman looks at this new online planning tool beginning with the entering class of fall 2022.

Dr. England explained that MyFloridaFuture went live in advance of the January 1st deadline, and it was developed entirely in-house by Board staff. Mr. Strickland and Mr. Miller provided a demonstration of the MyFloridaFuture tool.

Chair Cerio thanked Dr. England, Mr. Strickland, and Mr. Miller for the demonstration.

6. University of South Florida 2022-2027 Strategic Plan

Chair Cerio announced that the next item on the agenda is the consideration for approval of the University of South Florida's 2022-2027 Strategic Plan. Regulation 1.001(3)(c) requires each university board of trustees to adopt a strategic plan aligned with its mission and the Board of Governors' 2025 Strategic Plan. Chair Cerio explained that the strategic plan also contains a crosswalk demonstrating that the institution's strategic plan is aligned with the Board of Governors' 2025 Strategic Plan goals and a crosswalk showing alignment with the Board's key performance indicators. The strategic plan and corresponding documents were approved on December 7, 2021, by the University of South Florida Board of Trustees. Chair Cerio added that if approved by the Strategic Planning Committee, this item will be forwarded to the full Board for consideration. Chair Cerio recognized Ms. Rhea Law, Interim President of the University of South Florida, to provide an overview of the plan.

Ms. Law shared that in August 2021, she assembled a group to put metrics to the strategic plan. The core of the University of South Florida's (USF) five-year plan provides a blueprint to advance USF's mission as a top-tier metropolitan research university. The University of South Florida has risen faster in the U.S. News & World Report rankings than any other university over the past decade.

Ms. Law explained that the university strives to be in the top 25 and wants to meet the criteria for membership in the Association of American Universities.

Ms. Law stated that USF's strategic plan is guided by 12 core commitments interwoven throughout the mission. She explained that there are five goals for the strategic plan.

1. Student success at USF and beyond
2. Faculty excellence in research innovation
3. Partnerships and engagement with local, national, and global impact
4. A diverse and inclusive community for learning and discovery
5. A strong, sustainable, and adaptable financial base

Ms. Law reported that the strategic plan would be implemented beginning July 2022. The University of South Florida will be launching a website that allows USF to communicate progress in achieving these goals to the entire USF community, the Board of Governors, and beyond. Over the spring, the university will be working with the deans and academic leaders to design targeted, comprehensive, and unit strategic tactics for implementing the plan.

Chair Cerio inquired why bring a strategic plan forward when USF is in the middle of a presidential search. Ms. Law noted that USF does not have a strategic plan covering all three campuses, having just gone through the consolidation. She said this is crucial to having all three campuses under one strategic plan, so USF can move forward and achieve these goals. The University of South Florida, Board of Trustees Chair Mr. Will Weatherford explained that a strategic plan was being worked on for submission to the Board of Governors before the retirement of the previous president. Chair Weatherford noted that the strategic plan needed more metrics associated with it so that USF could measure its success.

Chair Cerio thanked Ms. Law for the presentation.

Chair Cerio asked for a motion to approve the University of South Florida's 2022-2027 Strategic Plan. Governor Lamb moved to approve, Governor Levine seconded the motion, and the motion carried unanimously.

7. Florida Agricultural and Mechanical University Update on Nursing and Law Exam Pass Rates

Chair Cerio stated that the next item on the agenda is to hear an update on Florida Agricultural and Mechanical University's nursing and law exam pass rates. Professional licensures and certification first-time pass rates are an essential indicator of both graduate and program quality. Chair Cerio explained that each institution's exam passage rates are compared against national or state average passage rates as part of the annual university accountability plans.

Chair Cerio reported that in September and November 2020, Florida Agricultural and Mechanical University presented improvement plans for nursing, law, pharmacy, and physical therapy to this committee. The plans included information on improvements in the short-term for students currently enrolled, additional exam and student outcomes, admission requirements, curriculum, student progression, faculty support, accreditation, and how the institution has worked with other State University System institutions on best practices to improve the rates.

Chair Cerio explained that in its 2021 Accountability Plan, Florida Agricultural and Mechanical University's licensure pass rates were five points or more below the national average or benchmarks in all four licensure exams. Florida Agricultural and Mechanical University graduates' performance was just five points below the benchmark on the pharmacy licensure exam this past year and eight points below the benchmark on the physical therapy exam, showing a fourteen-point improvement from the previous year. However, performance on the nursing and law exams was still ten points or more below the benchmarks.

Chair Cerio recognized Dr. Maurice Edington, Provost and Vice President for Academic Affairs at Florida Agricultural and Mechanical University, to present the update.

Dr. Edington reported that Florida Agricultural and Mechanical University (FAMU) had established an internal task force, which he chairs, to work closely with the deans of each program. In late 2019 and 2020, FAMU began doing comprehensive analyses of each program. New deans for nursing and law started their tenure in July 2020.

Dr. Edington explained that progress had been made with the Pharmacy and Physical Therapy programs. Florida Agricultural and Mechanical University is taking the same general approach for nursing and law by looking at key indicators and contributors to success. He noted that FAMU has an upcoming visit from the Accreditation Commission for Education in Nursing this spring. Dr. Edington announced that the goal of 2022 is to exceed a minimum 82% first-time pass rate. The university has also taken a look at admissions and is committed to identifying the profile for a successful student.

Dr. Edington shared that FAMU established a Health Professions Recruitment Team focused explicitly on nursing, pharmacy, and physical therapy. The university also implemented short-term interventions that include pairing students with personal coaches. For students graduating, an end-of-semester boot camp was implemented for them to get more experience and remediate any deficiencies before taking the NCLEX exam.

Dr. Edington remarked that when FAMU brought in the new law dean and analyzed the program, the new dean determined that FAMU needed a smaller law student body. The incoming law students were capped at 130. The undergraduate median GPA was also increased. He noted that in the short term, FAMU would like to see a GPA over 3.5.

Chair Cerio thanked Dr. Edington for his presentation.

8. Civil Discourse Initiative Update

Chair Cerio announced that the next item on the agenda is to consider approval of the Civil Discourse Initiative Report.

Chair Cerio stated that Board Chair Syd Kitson announced the Civil Discourse Initiative during his "State of the System" address at the January 2021 Board meeting. Chair Kitson expressed concern regarding the steady decline in respectful discourse among

those with differing viewpoints. He stated that the university setting could provide a foundation for understanding, learning, and growth in this area.

Chair Cerio said the foundation for the committee's work comprised three key components.

The first component is the 2019 Board of Governors Statement of Free Expression, signed by the 12 university presidents to support a full and open discourse and the robust exchange of ideas and perspectives on all campuses.

The second is the Campus Free Speech Expression Act, passed by the 2018 Legislature, which codifies an individual's right to engage in free speech activities at public higher education institutions.

The third is the Board's commitment to civil discourse.

Chair Cerio reminded Board members that national and State University System experts provided testimony on civil discourse issues in higher education, and national models of effective campus programs were reviewed. The institutions also provided information on current activities and initiatives promoting and supporting civil discourse in campus communities, and the Board identified best practices in the System.

Chair Cerio noted that the first recommendation affirms the Board of Governors' solid and unequivocal support of civil discourse throughout the 12 state universities. Essentially, the recommendation establishes the expectation that the leadership at each university will operationalize the Board's commitment to open-minded and tolerant civil discourse.

Chair Cerio went on to explain that the second recommendation addresses university-level planning by asking each university to include an endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community in their accountability plans and strategic plans. Chair Cerio noted there is a recommendation that similar statements and principles be included in the Board of Governors' Strategic Plan for the State University System.

Chair Cerio said the third recommendation addresses university leadership. During the last year, the Board learned all levels of leadership on a university campus play a critical role in establishing and supporting civil discourse in the campus community. Therefore this recommendation states that the leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse.

Chair Cerio explained that the fourth recommendation charges each board of trustees with conducting annual reviews of student orientation programs, student codes of conduct, & employee policies & procedures.

Chair Cerio stated that the fifth recommendation addresses the role of the university president. Undoubtedly, the university president is primarily responsible for establishing the campus culture and is ultimately accountable for the environment for civil discourse in the campus community.

Chair Cerio remarked that this recommendation also recognizes the critical role of the Board of Governors in the presidential evaluation and contract renewal process and states that beginning in the 2022 presidential evaluation and contract renewal cycle, the Chair of the Board of Governors will consult with the chairs of the boards of trustees to review the university's campus free speech climate, including adherence to the principles set forth in the Board's Statement of Free Expression, the occurrence and the resolution of substantiated violations of Section 1004.097, Florida Statutes, and the implementation of best practices promoting civil discourse.

Chair Cerio continued by saying that it is important to look at how universities handle, address, and resolve issues. Governor Haddock commented that civil discourse is essential to free speech. Chair Cerio explained that the Statement of Free Speech sets the tone.

Governor Self remarked that he would encourage the presidents and provosts to talk to the faculty senates. It is essential to have those conversations with faculty leaders on campus about all the aspects of these recommendations.

Chair Cerio noted that this process is creating a culture. It is a process that will take time. The Board of Governors and the boards of trustees need to see how the institutions handle it.

Chair Cerio stated that the sixth recommendation focuses on the academic, student affairs, and administrative operations on a university campus. He noted that a university's personnel policies, student and employee orientation programs, and student code of conduct are critical to setting the tone for a climate of open dialogue and tolerance for civil discourse on campus.

Chair Cerio reported that the final recommendation identifies "best practices" that came to light during the committee's review of effective university civil discourse programs and initiatives.

Chair Cerio shared that one best practice is instilling the importance of civil discourse, academic freedom, and free speech from day one by utilizing student and employee orientation sessions. He noted that another is scheduling and hosting ongoing, campus-wide forums, dialogues, and debates on a wide range of issues and perspectives to promote open discussion, understanding, and learning opportunities. Chair Cerio described another as avoiding disinvitations by developing clear, viewpoint-neutral policies and procedures governing the invitation and accommodation of campus speakers. Lastly, Chair Cerio explained that another best practice is encouraging

faculty to establish and maintain a learning environment in their classrooms and offices that supports open dialogue and the free expression of all viewpoints.

Chair Cerio asked for a motion to approve the Civil Discourse Initiative Report and Recommendations. Governor Levine moved to approve, Governor Lamb seconded the motion, and the motion carried unanimously.

9. Concluding Remarks and Adjournment.

Having no further business, Chair Cerio adjourned the meeting at 2:18 p.m.

Timothy Cerio, Chair

Carole Lewis
Executive Assistant