

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
September 13, 2022

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1. Call to Order and Opening Remarks

Chair Alan Levine convened the meeting on September 13, 2022, at 9:35 a.m. with the following members present: Governors Edge, Frost, Gabadage, Jordan, Michael, Scott, and Stermon. A quorum was established.

2. Minutes of Strategic Planning Committee Meeting: Minutes, June 29, 2022

Chair Levine asked for a motion to approve the Minutes of the Strategic Planning Committee meeting held on June 29, 2022. Governor Stermon moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

3. 2022 Florida Atlantic University Accountability Plan

Chair Levine explained that the Board of Governors Regulation 2.002 requires that universities identify in their annual accountability plans a listing of new academic degree program proposals that the university plans to submit to its board of trustees within the next three years. He noted that the Board approved the 2022 university accountability plans for all 12 institutions at the June meeting.

Chair Levine explained that on August 23, the Florida Atlantic University (FAU) Board of Trustees approved the addition of a Doctor of Medicine in Dentistry to the Academic Program Coordination section of their accountability plan. He noted that the plan indicates that FAU plans to take a proposal to its board during the 2022-2023 academic year and that by the fifth year after implementing the program, the total overall enrollment will be approximately 350 students. He stated that FAU asked the Board of Governors to approve this change to their plan.

Chair Levine clarified that the committee followed a process outlined in Board Regulation 8.011, which requires the annual university accountability plan to include potential programs. Chair Levine indicated he had some questions before soliciting Board approval.

Chair Levine asked when FAU plans to implement the program.

Florida Atlantic University Board of Trustees Chair Levine mentioned that FAU was looking for legislative funding for this program. He explained that FAU expects to begin developing the program immediately and enroll students in the next few years if FAU receives funding and the Board of Governors approves the program.

Chair Levine stated that adding this type of program at FAU is considered a substantive change by the Southern Association of Colleges and Schools Commission on Colleges. He also explained that FAU will begin reaffirmation with its current accrediting body in 2024 and that the university may change accreditors earlier than required. Chair Levine asked if FAU's implementation timeline considers the role of the accrediting agencies.

Florida Atlantic University Board of Trustees Chair Levine stated that FAU staff would discuss the pros and cons at an upcoming retreat and the potential impact on the university's accreditation.

Chair Levine asked for a motion to approve the addition of the Doctor of Medicine in Dentistry program to the 2022 FAU Accountability Plan. Governor Stermon moved to approve, Governor Michael seconded the motion, and the motion carried unanimously.

Chair Levine stated he does want FAU staff to work with Board staff closely because of the tight timeline.

4. 2022 System Accountability Plan

Chair Levine explained that the next item on the agenda was the 2022 System Accountability Plan. Board of Governors Regulation 2.002 requires the Board to annually submit a State University System summary to the Governor, the President of the Senate, and the Speaker of the House of Representatives. At its June 2022 meeting, the Board approved the 2022 university accountability plans and the annual university preeminence status updates.

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 Levine then recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to present highlights of the 2022 System Accountability Plan.

Dr. England explained that the 2022 System Accountability Plan's key highlights are why Florida is the number one state for higher education. These key highlights included: graduation rates have increased by 11%, the cost to the student is still declining, most baccalaureate graduates are finding employment and earning higher wages, median wages for graduates have increased ten years in a row, and the research activity across the System is continuing to grow at an impressive pace.

Dr. England presented the first metric, the percentage of bachelor's degree recipients who were employed and earning more than \$30,000 or enrolled in further education one year after graduation. Dr. England shared that improvement has been gradual over

time. She stated that this metric had increased one percentage point over the last two years showing more students finding gainful employment or pursuing further education.

Dr. England next presented the median wages of bachelor's degree recipients employed one year after graduation. She explained that this metric has been challenging for the System to improve, mainly because the employers determine wages. However, she noted that the median wages of graduates have increased by almost \$4,000 over the last five years, putting the System within \$1,200 of the new strategic plan goal of \$43,200.

Dr. England then presented the cost to students who complete a bachelor's degree. Dr. England stated that the universities continue to provide high-quality education while reducing student costs by over \$1,200. She indicated that the System's performance on this metric differs from national trends due to Florida's legislature, the Board of Governors, and the institutions that have made a significant commitment to affordable higher education.

Next, Dr. England presented the academic progress rate or the percentage of full-time first-time college students who earned at least a 2.0 GPA their first year and enrolled in the fall of the following year in any State University System institution. Dr. England explained that the System's academic progress rate increased gradually until last year, when it declined slightly. Dr. England noted that despite this decline, the System is only 3% away from the 2025 goal of 90%, and based on the universities' projections, the System should achieve the Board's goal within the next couple of years.

Dr. England then provided findings for the four-year graduation rate for first-time-in-college (FTIC) students. The four-year graduation rate increased by 11% in the past five years, the equivalent of 53,000 graduates completing their degrees on time. Dr. England noted that the System is within 6% of the Board's goal for the 2025 strategic plan. She explained that Florida has the country's best four-year and six-year graduation rates among the ten largest states.

Board Chair Lamb thanked the universities and stated that these outcomes are what the universities should continue to strive to achieve.

Governor Stermon mentioned that the four-year FTIC graduation rate is thought about in terms of current students but that it is also helping future students by creating space in the institutions.

Chair Levine explained these results show a return on investment when talking to the legislature. He reported that nursing school enrollment is down in the south for the first year ever, but not for Florida, specifically. Chair Levine noted that applications decreased but that enrollment was increasing. He stated that higher enrollment is a function of increased graduation rates.

Dr. England then presented on bachelor's degrees in programs of strategic emphasis. She reported that the System improved in this metric by 7% over the last five years, exceeding the 2025 goal of 50%. She indicated that universities awarded over 77,000

degrees, and over 45,000 were in strategic emphasis programs. Dr. England also commented that graduate degrees within programs of strategic emphasis accounted for 65% of graduate degrees awarded, achieving the 2025 strategic plan goal of 60%. She indicated this accomplishment shows universities are responsive to the state's workforce needs.

Next, Dr. England reported on the university access rate representing the number of undergraduates enrolled during the fall term who received a Pell Grant. The System rate decreased by 2% in the past five years, but the average exceeds the system goal of 30%. She mentioned that the goal is for each university to be at or above 30%. Ten of the 12 universities are above 30% on this metric.

Board Chair Lamb asked university boards of trustees to remain aware of the access rate because work is still needed. He noted an upward trajectory in Pell Grant recipient performance, and students from different backgrounds are performing well.

Governor Cerio noted that the issue of access is worsening as the institutions rise higher in the rankings. He said that Florida needs to creatively address the issue of access and mentioned that California has a state need-based aid program to supplement the Federal Pell Grant.

Dr. England then provided information on the four-year graduation rate of Pell recipients. She noted that the current four-year graduation rate for Pell recipients is 54%, meeting the System's 2025 goal.

Dr. England presented the 3-year graduation rate for the Florida College System Associate in Arts (A.A.) transfer students. She explained that when the Board added this metric to the 2025 Strategic Plan, the three-year graduation rate for Florida College System A.A. transfers was at 57%, and the current rate is up to 63%, achieving the 2025 goal for this metric. She reported that much of this improvement is due to an increased focus on the success of A.A. transfer students that began with the work of the Board's Select Committee on 2+2 Articulation a few years ago.

Chair Levine pointed out the work the University of Florida has done with Pathway to Campus Enrollment, Florida State University and Florida Agricultural and Mechanical University with Tallahassee Community College, and the University of Central Florida with the University of Central Florida Direct Connect program. He noted that these programs are innovative and drive increased transfer rates. Chair Levine explained that no state comes close to Florida, and the coordination across sectors is excellent.

Dr. England reported the total research expenditures for the System. She explained that in 2020-21, the System spent \$2.33 billion on research, an increase of \$50 million over the prior year. In 2019, the Board set an aspirational goal for research of \$3 billion in expenditures. She indicated that the institutions continue to make excellent progress in this area and that faculty across the System are submitting increasing proposals for federal research dollars. However, she indicated the research goal of \$3 billion was still aspirational. She highlighted the collaboration among the university Vice Presidents for

Research, who work across the System to leverage partnerships for more significant funding opportunities.

Dr. England closed her presentation by stating that the State University System is still on the rise and focused on excellence, demonstrating that the State University System is a good investment for the state and students. She explained that Florida remains the number one state for higher education because of its commitment to student success, high-quality education, a focus on meeting the state's workforce needs, and an emphasis on research.

Chair Levine asked for a motion to approve the 2022 System Accountability Plan. Governor Stermon moved to approve, Governor Edge seconded the motion, and the motion carried unanimously.

5. Wage Threshold for Percent of Bachelor's Graduates Employed

Chair Levine stated that the next topic focused on the percentage of bachelor's graduates enrolled or employed and earning at least \$30,000 somewhere in the United States. He noted that this metric is part of the Board's Performance Based Metric Model and included in the Board's 2025 Strategic Plan.

Chair Levine introduced Mr. Troy Miller, the Deputy Chief Data Officer for the Board of Governors, to present updated wage information.

Mr. Miller clarified that the committee increased the wage threshold three years ago from \$25,000 to \$30,000.

Mr. Miller explained that the wage data is behind two years because students must enter the workforce, and Board staff must collect the data. He provided an example from the MyFloridaFuture dashboard to show how wage increases over time, although this metric focuses on one year after graduation.

Mr. Miller provided information showing how each institution would perform on the metric if the threshold changed to \$35,000 or \$40,000. He noted that Board staff support increasing this threshold to \$35,000.

Governor Edge commented that individuals attend college for increased wages and indicated a preference for the \$40,000 threshold.

Governor Stermon indicated a preference for \$40,000 but noted that it is essential to have a mechanism to adjust the number over time. He commented that the reports of students earning \$42,000 one-year after graduation provide an anchor to understanding wages for graduates.

Chair Levine commented that in healthcare, his base hiring wages for nurses increased by 40%, an example of how unique the economy is now. He noted the importance of tracking this data but explained that the labor market is changing.

University of North Florida President Dr. Moez Limayem commented that the universities have limited control over this metric and expressed the importance of the cost of living.

Governor Stermon agreed that universities have little control over this metric but that one area of control is internships which increase wages. He also mentioned that universities could influence wages by advising students on post-graduate earnings. Governor Stermon indicated that if the wage threshold increased, there should be a carve-out for specific universities to ensure the standard is not unfair for a few universities and lucrative for other universities

New College of Florida Board of Trustees Chair Mary Ruiz stated the importance of looking at wage differences between genders among students. She explained that women's wages had been disproportionately impacted during the pandemic. She also reported that more women are going to and graduating from college, which could impact these numbers.

Chair Levine suggested staff go back and look at historical data. He expressed interest in Board staff looking at wages by sector.

Governor Mateer also noted that data across states could be helpful.

Chancellor Criser noted this is a threshold. He mentioned many degrees the System produces are not Programs of Strategic Emphasis, yet they are essential to Florida's economy. Chancellor Criser noted only one hospitality degree is in Programs of Strategic Emphasis, but every other hospitality degree is also heavily demanded in the state. He stated he would not suggest a threshold over \$35,000.

Chair Levine reminded members that Board staff recommended changing the proposed wage threshold to \$35,000, revising the methodology for calculating the percentage of bachelor's graduates employed, and increasing the 2025 Strategic Plan goal to 85%.

The Board deferred this decision until November.

6. Linking Industry to Nursing Education (LINE) Recommendations

Chair Levine explained that the 2022 Florida Legislature established the Linking Industry to Nursing Education (LINE) Fund. Section 1009.8962, Florida Statutes, outlines the intent of the LINE Fund, which is to incentivize collaboration between nursing education programs and healthcare partners and to meet local, regional, and state workforce demands. He stated that subject to available funds, for every dollar contributed to an institution by a healthcare partner, the fund shall provide a dollar-for-dollar match to the participating institution for approved proposals. Chair Levine mentioned that the legislature provided \$6 million in LINE Funding for State University System institutions in the Fiscal Year 2022-23.

Chair Levine reported that the Board of Governors is responsible for administering the LINE Fund for the System, including evaluating and approving proposals. He noted that

the Board office sent a request for LINE Fund proposals on June 1, 2022. He stated that six institutions submitted 11 proposals.

Ms. Emily Sikes, Assistant Vice Chancellor for Strategic Initiatives and Economic Development, provided an update on the LINE fund.

Ms. Sikes mentioned that institutions must have a nursing education program that meets or exceeds a first-time passage rate on the licensure exam (National Council of State Boards of Nursing Licensure Examination) of at least 70% for the prior year to participate. Florida statute specifies that funds may be used for student scholarships, faculty recruitment, equipment, and simulation centers but cannot be used to construct new buildings.

Ms. Sikes reported that six institutions submitted 11 proposals in partnership with healthcare providers totaling \$5.6 million. She stated that if the Board approves all of the proposals, and when combined with the eligible healthcare partner contributions, a total of \$11.2 million in additional funding would be available for institutions to use towards their nursing programs.

Ms. Sikes noted that institutions plan to use the contributions and state-matching funds for student scholarships, faculty and staff salary support, and simulation equipment. She reported that Board staff recommended that the Board fully fund all eleven proposals.

Chair Levine commended the legislature for approving this program. He encouraged universities to engage high schools and help increase student interest in nursing. Chair Levine noted \$400,000 remaining in funds and recommended that Board staff reopen the application process. The committee would consider additional applications for the funds at the November meeting.

Chair Levine asked for a motion to approve the LINE Fund proposals as submitted with the authorization of the universities to spend the funds following the requirements established in Section 1009.8962, Florida Statutes and Board of Governors Regulation 8.008. Governor Stermon moved to approve, Governor Edge seconded the motion, and the motion carried unanimously.

7. Prepping Institutions, Programs, Employers, and Learners through Incentives Nursing Education (PIPELINE) Spending Plans

Chair Levine explained that the 2022 Legislature provided Prepping Institutions, Programs, Employers, and Learners through Incentives Nursing Education (PIPELINE) Funds to reward performance and excellence. He noted that the legislature allocated \$40 million to the base budget of the ten State University System institutions with nursing programs for the Fiscal Year 2022-23. He stated that at the June meeting, he asked Board staff to collect spending plans from the institutions for review.

Ms. Sikes provided an overview of the PIPELINE spending plans. She noted that the Board adopted a regulation to implement this program as required in the law at its August meeting.

Ms. Sikes reported that the regulation clarifies that universities may use the funds from the PIPELINE program for academic purposes, such as student scholarships, recruitment, and retention of faculty, purchasing or repairing equipment, and creating or updating simulation centers. Florida statute prohibits universities from using the funds to construct new buildings.

Ms. Sikes reported that the ten institutions with nursing programs plan to use over \$28 million, or about 71%, of the total funding to support faculty and staff recruitment and retention. Ms. Sikes indicated that universities would use around \$5 million for equipment and simulation assets and \$2.8 million to support student scholarships and other student success initiatives.

8. University of Central Florida 2022-2027 Strategic Plan

Chair Levine explained that Board Regulation 1.001 requires each university board of trustees to adopt a strategic plan aligned with its mission and the Board of Governors' 2025 Strategic Plan for Board approval. He stated that the University of Central Florida (UCF) Board of Trustees approved a new Strategic Plan on May 26, 2022, and invited the UCF President to present the plan.

University of Central Florida President Alexander Cartwright explained that UCF provides access, demands excellence, and is deeply connected to its community and partners. President Cartwright stated that UCF had organized its goals, metrics, and initiatives into four areas. He reported student success and well-being, discovery and exploration, community and culture, and innovation and sustainability. President Cartwright noted that a focus on these areas would align with the Board's strategic plan, including strengthening the quality and reputation of the System institutions, increasing research activities, attracting more research and external research funding, and increasing community and business engagement. He believes this focus will result in UCF becoming a top 25 public research university by 2027, which is comparable to universities within the American Association of Universities by 2033.

President Cartwright reported that each priority in the plan outlines goals with measurable objectives, priorities, and initiatives.

Next, President Cartwright showed the remaining goals, noting that they align with UCF's accountability plan and represent a renewed focus on excellence. He explained that UCF plans to secure \$100 million new recurring and \$500 million non-recurring over the next five years to support the goals in the plan. He also noted that UCF would reallocate \$50 million from administrative functions to the academic core.

Chair Levine expressed optimism about the future of UCF with good priorities and properly focused targets. He noted UCF's goal of achieving preeminence by 2027 and that in 2016 UCF provided a five-year plan for achieving preeminence. Section

1001.7065, Florida Statutes requires emerging preeminent universities to submit a five-year benchmark plan with target rankings of key performance indicators for national excellence to the Board of Governors. Chair Levine requested that President Cartwright works with UCF's Board of Trustees and leadership team to develop a new five-year plan as required by statute.

President Cartwright noted that UCF has achieved eight of the twelve metrics needed for preeminence and believes UCF can quickly achieve three additional ones. He expressed that he would be happy to return to the Board with a formal written plan.

Chair Levine asked for a motion to approve the University of Central Florida 2022 - 2027 Strategic Plan. Governor Frost moved to approve, Governor Edge seconded the motion, and the motion carried unanimously.

9. University of West Florida 2022-2027 Strategic Plan

Chair Levine noted that the University of West Florida (UWF) Board of Trustees approved a new Strategic Plan on June 16, 2022, and invited the UWF President to present the plan.

University of West Florida President Martha Saunders presented that UWF began the plan drafting process using the previous plan and inviting feedback from campus constituents, alumni, and the community. She noted that UWF received input from the stakeholders and, thus, a substantial investment in the plan.

She explained that UWF identified seven strategic directions that work together. These strategic directions are a culture of inclusion and civility, community and economic engagement, student-centered and focused programming, academic programs and scholarship, employee success, operational excellence, and reliable infrastructure. She noted that goals with measurable indicators of success follow each strategic direction.

Chair Levine asked for a motion to approve the University of West Florida 2022 - 2027 Strategic Plan. Governor Gabadage moved to approve, Governor Stermon seconded the motion, and the motion carried unanimously.

10. Florida Agricultural and Mechanical University 2022-2027 Strategic Plan

Chair Levine explained that the Florida Agricultural and Mechanical University (FAMU) Board of Trustees approved a new Strategic Plan on June 2, 2022, and invited the FAMU President to present the plan.

Florida Agricultural and Mechanical University President Dr. Larry Robinson reported that FAMU's Strategic Plan goals include elevating and sustaining student success outcomes such as persistence, graduation, and licensure pass rates. He also mentioned that attracting, developing, and maintaining world-class faculty and innovating academic programs to address Florida's workforce needs are part of the strategic plan goals.

President Robinson noted that he convened a strategic planning committee which included a team of 23 faculty, students, staff, alumni, and community representatives. He explained that based on the team's work, the major priorities are student success, academic excellence, long-term fiscal health and sustainability, leveraging the brand, and organizational effectiveness and transformation. He noted that the strategic plan goals align with the Board of Governors' goals.

Chair Levine asked for a motion to approve the Florida Agricultural and Mechanical University 2022 - 2027 Strategic Plan. Governor Frost moved to approve, Governor Michael seconded the motion, and the motion carried unanimously.

11. Pillars of Excellence, 2021-22 Quarter 4 Spending Report

Chair Levine explained that the legislature provided \$6 million to the University of North Florida and \$3 million to Florida Gulf Coast University to support the Universities of Distinction Pillar. The legislature also provided \$15 million to the University of Florida and Florida State University to support the national rankings pillar. He noted that Board staff reviewed the final spending reports for the 2021-22 Fiscal Year and had no concerns.

12. Pillars of Excellence University Spending Plans for 2022-2023

Chair Levine recognized Ms. Emily Sikes for providing an overview of the university's spending plans.

Ms. Sikes provided an overview of Florida Gulf Coast University's (FGCU) proposed plan that includes a total budget of \$4.2 million for the 2022-23 Fiscal Year, with \$1.2 million in carryforward funds. She explained that during year two, FGCU was able to accomplish most of the Water School's hiring goals and that salary savings from positions not filled in year two will be used to provide start-up funds for new faculty members hired during the 2022-23 Academic Year. The university plans to continue investing in research efforts and community projects such as Project WeTLands and supporting the Southwest Florida Regional Resiliency Compact.

Ms. Sikes presented the University of North Florida's (UNF) proposed plan, which includes a budget of \$4.7 million, with \$1.7 million in carryforward funds. She noted that during year two, UNF accomplished MEDNexus' hiring goals and planned to use funds in year three to fund salaries and retain recent hires. She further mentioned that UNF completed renovations at the UNF MEDNexus-Deerwood location in Jacksonville, and nursing classes will begin there in the 2022-23 Academic Year. The university plans to hire additional full-time and part-time faculty and support staff to assist with simulation labs and program coordination. These initiatives will help increase the number of nursing students in the pipeline.

Chair Levine commended UNF for continuing to expand nursing programs. He questioned why the full-time clinical associate professor's salary was lower than the MedTech Director of Global Partnerships which is less than a full-time position. He

mentioned he would like to better understand the gaps in administrative positions and faculty salaries.

University of North Florida President Dr. Moez Limayem responded that the university is committed to ensuring more clarity is brought to the roles and will report back.

Chair Levine also requested that UNF review the distribution of funds between administrative staff lines and nursing faculty salaries.

Ms. Sikes presented that Florida State University proposed a plan for \$15 million for the 2022-23 Fiscal Year under preeminence and national rankings. The university plans to continue its investments from last year, including increasing academic advisor and student support staff, expanding student engagement programs, and sustaining improvements in graduate student and faculty compensation.

Ms. Sikes provided information on the University of Florida's plan under the preeminence and national rankings pillar. The University of Florida proposed a budget of approximately \$15.8 million for the current fiscal year. The university plans to spend about 95% of these funds for the continued cost of faculty raises, which impacts two U.S. News and World Reports metrics - academic reputation and educational expenditures. She reported that the remaining funds support moonshot projects focused on improving health disparities and treating medical conditions.

Chair Levine asked for a motion to approve the Pillars of Excellence University Spending Plans for 2022-2023. Governor Gabadage moved to approve, Governor Edge seconded the motion, and the motion carried unanimously.

Chair Levine recommended that the Board move from quarterly reporting of the spending plans to biannual reporting on the Pillars of Excellence funds. Board members agreed, and Chair Levine stated that the committee would review mid-year spending updates at the March 2023 meeting.

13. Concluding Remarks and Adjournment

Chair Levine concluded the meeting at 11:58 a.m.

Alan Levine, Chair

Kirsten Harvey, Director of Student Success and Workforce Alignment