

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA INTERNATIONAL UNIVERSITY
January 24, 2023

Video or audio archives of the meetings of the Board of Governors and its committees are accessible at <http://www.flbog.edu/>.

1. Call to Order and Opening Remarks

Chair Alan Levine convened the meeting on January 24, 2023, at 1:59 p.m. with the following members present: Governors Edge, Frost, Gabadage, Jordan, Michael, Oliva, and Scott. A quorum was established.

Chair Levine welcomed Governor Oliva to the committee. Chair Levine stated that he wanted to discuss a recent issue that was not on the agenda surrounding TikTok. He noted that the State of Florida CFO, Jimmy Patronis, and the Director of the Federal Bureau of Investigation have been vocal about safety concerns around TikTok. Chair Levine also explained that Montana, Arkansas, and Texas University Systems had taken action against the use of TikTok. Although the University of Florida (UF) issued an advisory to students about the dangers of TikTok, the State University System of Florida has not taken action. Chair Levine argued that to protect university research from the potential dangers to students and their data, to faculty and the labor they've put into research, and to the taxpayers from the theft of that research, the System probably needs a policy. Chair Levine then stated that the Board Chair and Chancellor both agreed that the Board could take action on a regulation around TikTok at the System level. He suggested university leadership come together and agree on the tenets of the regulation, and based on that, the Board could codify that work into regulation to form a single statewide policy. Governors Corcoran and Cerio echoed Chair Levine's concerns. Governor Cerio commended Chair Levine and agreed that Florida should protect its intellectual material.

2. Minutes of Strategic Planning Committee Meeting: Minutes, November 9, 2022
Chair Levine asked for a motion to approve the Minutes of the Strategic Planning Committee meeting held on November 9, 2022. Governor Michael moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

3. Accreditation Update

Chair Levine introduced the next item on the agenda, an update on the institutions' accreditation progress based on Senate Bill 7044 from the 2022 Legislative Session.

Chair Levine then recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to provide an update.

Dr. England reported that the University of Central Florida submitted a letter requesting a change in accreditors to the United States Department of Education before the holidays. She stated that Florida Polytechnic University would be discussing its letter at the next board of trustees meeting in February and plans to submit a letter to the United States Department of Education following that meeting. Dr. England noted that several other universities have had preliminary discussions with their boards of trustees. She further noted that Board staff are continuing monthly meetings with the accreditation liaisons. Dr. England concluded her update by mentioning that most state universities are sending staff to the Higher Learning Commission workshop at the end of March and that she and some members of her team would also be attending. The Higher Learning Commission staff will discuss their process for seeking accreditation and review Eligibility and Candidacy, as well as the new Accelerated Process for Initial Accreditation. Dr. England also mentioned that Commission staff have agreed to meet with the representatives from Florida following the workshop.

Chair Levine commended the University of Central Florida and President Cartwright for their accreditation letter. Chair Levine mentioned that he has heard from many presidents that the Higher Learning Commission is a high-quality institution and is seeking a great partnership with Florida's institutions. He hopes the U.S. Department of Education sees this as the positive movement that it is.

Commissioner Diaz commended Chancellor Rodriguez for helping to organize the first convening between Florida's university presidents and college presidents, where accreditation was one of the primary topics discussed. He reported that articulation was also discussed, which is a priority for the lieutenant governor and the Governor's chief of staff.

Commissioner Diaz mentioned that the college presidents walked away impressed with the conversation and that it was beneficial for the university and college presidents to have that open line of communication. He also noted that both college system and university system institutions are providing dual enrollment for high school students, and students should have a clear pathway after those classes.

4. Programs of Strategic Emphasis: 2023 Update

Chair Levine introduced the next presentation on the agenda, the Board's Programs of Strategic Emphasis. He noted that this presentation was consistent with what the lieutenant governor discussed earlier in the meeting about ensuring that Florida graduates have opportunities for high wages and long-term success. Chair Levine explained that the Programs of Strategic Emphasis list is an essential component of the Board's 2025 Strategic Plan and Performance Based Funding Model. It is one of several tools for aligning the degree production goals of the System with the economic and workforce needs of Florida. Chair Levine reminded the committee that every few years, Board staff review this list to ensure that the programs on the list align with the workforce needs of Florida. He shared that the last updates to the list were in 2019, when staff conducted a full review and update, and in 2020, which incorporated updates from the federal classification of academic programs. The 2020 updated list went into

effect for Academic Year 2021-22, allowing time for the institutions of the System to implement any changes.

Chair Levine then recognized Dr. England to present an overview of programs and outline this year's plan for conducting a comprehensive review and analysis.

Dr. England noted that the presentation could not be better timed with the lieutenant governor's speech and that the list presents a critical tool for ensuring that the workforce needs in Florida are being supported. She explained that the Programs of Strategic Emphasis help the System align degree production from the universities with the highest needs of Florida's economic and workforce areas. There are five broad buckets, which are education, healthcare, global competitiveness, STEM, and gap analysis. Dr. England noted that there are currently 871 approved Programs of Strategic Emphasis, of which the System only offers 240, or 28% of programs on the approved list. She remarked that the list helps drive and guide academic program planning at the universities toward programs that Florida needs, but it does not mean that the System has to offer all 871 programs. Of all academic programs offered in the System, 65% of programs are Programs of Strategic Emphasis, which indicates that universities are prioritizing economic and workforce needs in academic planning and offerings.

Dr. England explained that Programs of Strategic Emphasis are used in two metrics within the Performance Based Funding model. The percentage of degrees awarded in Programs of Strategic Emphasis increased over time at the undergraduate level and remained stable at the graduate level. She explained that changes in the list in 2019 are responsible for increases in undergraduate degrees in Programs of Strategic Emphasis between Academic Years 2019-2020 and 2020-2021. Looking at the five-year trend, the number of actual degrees awarded increased by 35%, mostly in STEM programs. Dr. England noted that the number of degrees in education and global categories has decreased.

Dr. England explained that the Programs of Strategic Emphasis are intended to support the critical economic and workforce needs of Florida and that periodic updates are essential to make sure the categories are up to date because they are used in accountability plans, academic program coordination, and new academic program approval as well as being a part of Performance Based Funding. Dr. England informed the committee that the history of the list goes back to 2001. She remarked that the Board is entering the sixth iteration of updates to the list, which will be comprehensive and include a full review with extensive input from key stakeholders. She explained to the committee that staff would begin updating the list with the Board's guidance, with a goal to have the revised list to the Board by the end of the calendar year, with periodic updates along the way. Dr. England explained that part of the update would include incorporated stakeholder input along with a number of external data sources, including the Florida Department of Economic Opportunity and the U.S. Bureau of Labor Statistics.

Dr. England stated that House Bill 1507, or the Reimagining Education & Career Help (REACH) Act, established a Credentials Review Committee to identify credentials and degrees of value in Florida. She informed the committee that Board staff had been

actively participating in the work of this group over the last two years, and there is a statutory requirement that the Board of Governors adopts the criteria to determine the value for and prioritization of degree credentials and degree programs established by the Credentials Review Committee. For this iteration of the list, staff intends to incorporate concepts explored and adopted by the Credentials Review Committee, including the integration of wage and demand thresholds, to help identify the revised list of Programs of Strategic Emphasis. Board staff has previously used wage and demand thresholds to identify programs to include in the gap analysis category. In addition, the Board recently adopted a wage threshold for the percentage of graduates employed for the strategic plan and Performance Based Funding.

Chair Levine asked if Programs of Strategic Emphasis are driven by supply, demand, and wage. He questioned whether, given the number of programs in the Programs of Strategic emphasis, an effective approach to updating the list would include applying a supply and demand threshold and wage threshold to it to make sure the System is meeting workforce demands. He observed that the System could produce a high number of graduates in certain programs without any high-wage jobs for graduates to enter.

Dr. England replied that of the five broad categories, the gap analysis is the only one that uses supply and demand and wage threshold currently. She stated that education, healthcare, and STEM include the entire universe of programs in those areas. Dr. England explained that there might be some programs that are more in demand than others, and the wage is going to be variable from one area to another. She stated that for global competitiveness, staff look at which countries are Florida's primary trade partners and then identifies programs that help support that.

Board Chair Lamb told the governors to reach out to Dr. England directly if there is a glaring gap and assured them that they are a part of the process and will get a chance to provide feedback. He stated that in STEM, there are a few areas where the state is focused and that the lieutenant governor talked a fair amount about cyber. Board Chair Lamb asked that, during the process, staff and the Board ensure there is alignment on where the state is likely to lean in and invest and where the System has strengths, capabilities, and expertise in the universities.

Chair Levine commented that not all programs are the same. He used the example of healthcare technology, noting that there is a glaring gap all over the world. He mentioned that health systems are having to outsource staff, in some cases overseas, and that the Board must figure out how to increase the pipelines to overcome these shortages.

5. Nursing Education in the State University System

Chair Levine introduced the next item on the agenda, which was a presentation on nursing education in the State University System. Chair Levine reminded the committee that Florida statute requires the Board of Governors to annually collect trend information on all pre-licensure nursing programs offered in the System across the ten colleges of nursing. In October 2022, Board staff provided data to the REACH Office within the governor's office. Chair Levine remarked that staff from the governor's office included

this data in a state-level report to the Florida Talent Development Council, which was reviewed by the Council in December.

Chair Levine recognized Ms. Emily Sikes, Assistant Vice Chancellor for Strategic Initiatives & Economic Development, to provide an overview of the pre-licensure nursing programs offered in the System.

Ms. Sikes reminded the committee that the legislature and governor provided \$46 million in funds to support and expand nursing education in the System last year. She explained that the data in today's presentation do not include the effects of this investment, which will begin to be seen in the next year. She informed the committee that the institutions were working hard to spend those funds and increase the capacity of nursing programs in the state.

Ms. Sikes stated that across the System, nursing education programs are available at ten institutions. New College of Florida and Florida Polytechnic do not offer nursing programs. Ms. Sikes explained that, in terms of pre-licensure programs, which are the programs leading students who graduate to take the licensure exam to become a nurse, ten institutions offer the Bachelor of Science in Nursing. She specified that this is the System's pathway into the registered nursing profession.

Ms. Sikes explained that the System also offers a variety of master's and doctoral-level nursing programs, particularly programs that prepare graduates for advanced practice nursing. She reminded the committee that at the November meeting, the Academic and Student Affairs committee approved a new doctoral program at Florida State University that will train more nursing faculty.

Ms. Sikes observed that in the past ten years, the System's nursing programs had increased enrollment slots by 37%, which means more nursing students can enroll in System institutions. She explained that in just looking at the one-year year-over-year difference, which does not include any of the investments from LINE and PIPELINE programs, the System added over 100 new slots. The University of South Florida (USF) and Florida State University (FSU) reported adding the most slots.

Ms. Sikes remarked that the number of nursing graduates at the pre-licensure level has also increased by 33% in the last ten years, with the System preparing an additional 400 graduates to sit for the licensure exam over the past ten years. Ms. Sikes clarified that the instability in the two most recent years is likely due to COVID-19 and a reduction in clinical placements related to the pandemic, but there appears to be an upward trend again.

Ms. Sikes stated that Board staff is also required to report on program retention and graduation. She explained a new metric defined by the governor's REACH Office, which calculates the percentage of nursing students who either graduated or were retained in their nursing program after one year. She remarked that the System does incredibly well on this metric, retaining and graduating 93-95% each year, leading other education sectors in the state on this metric.

Ms. Sikes mentioned that not only has the System produced more nursing graduates, but the graduates continue to perform well on the nursing licensure exam. In 2021, 89% of System nursing graduates passed the licensure exam, and almost all students

passed on their first attempt. Ms. Sikes observed that this is a strong indicator of program quality in our state. She noted that the pass rate also exceeded the national average of 86% for bachelor's degree students.

Ms. Sikes stated that nursing graduates from the System are employed within a year of graduation at very high rates, which is expected because the program prepares them to immediately enter the profession as indicated by the pass rates on the licensure exam. She remarked that they also do incredibly well on wages one year after graduation, which is another indicator of market demand for these students.

Ms. Sikes explained that in addition to bachelor's degrees, the System also awards a fair number of graduate degrees that provide pathways for nurses to advance their careers and become faculty in nursing programs or be employed as advanced practice nurses. Ms. Sikes reported that the System awards 39% of all graduate degrees in nursing for the state, awarding about one-third of the master's degrees and more than two-thirds of the doctoral degrees.

Ms. Sikes summarized that the System offers high-quality nursing programs with very successful outcomes, especially critical to the state's workforce needs, with graduates having high licensure exam pass rates and being employed at high rates.

Chair Levine noted the high percentage of doctoral-level students and said that, while it is great for students to go into faculty positions, the real need in nursing is for bedside nurses. He remarked that, overall, it seemed like the System was going in the right direction.

6. Licensure Exam Pass Rate Update

Chair Levine introduced the next item on the agenda, an update on licensure exam pass rates. He remarked that some universities had done a phenomenal job while others had struggled. He reminded the committee that at the June 2022 committee meeting, the Board received an update on licensure exam pass rates as reported in the 2022 university accountability plans. He stated that Board Chair Lamb requested performance improvement plans to outline strategies for improving licensure exam pass rates as well as information on student outcomes from universities with pass rates below the benchmark. Three universities - Florida A&M University (FAMU), Florida Atlantic University (FAU), and USF - had programs with licensure pass rates below the established benchmarks.

Chair Levine then recognized Ms. Sikes to provide an overview of the improvement plans and student outcomes for these programs.

Ms. Sikes explained that the presentation included information across three exams—law, nursing, and physical therapy— but that she would be focusing on law and nursing since pass rates in physical therapy were already improving.

First, Ms. Sikes presented the bar exam pass rates from the accountability plan, explaining that institutions aim for a 71% pass rate. The data showed that FAMU's pass rate was below the benchmark, at 53% in 2022. She noted that the pass rates included any graduate who took the exam, regardless of what year the student graduated.

Ms. Sikes presented a summary of data FAMU provided by cohort that showed enrollment, graduation, and ultimate pass rates by entry cohort over time. Since law programs are typically three years, staff captured the most recent entry cohorts that graduated and, therefore, would have the opportunity to sit for the bar exam. Ms. Sikes explained that although FAMU law school enrollment had been increasing since 2015, FAMU chose to enroll fewer students in 2020, so 2022 enrollment was down to 133. FAMU reduced enrollment to focus on providing more support for students and preparing them for the bar exam.

Ms. Sikes provided an overview of the System's law schools' tuition for Florida residents and average scholarship grant awards. She reported that while FAMU has the lowest tuition for Florida residents, it also provides grants and scholarships to the fewest number of students and the lowest amount of aid compared to the System's other law schools. Ms. Sikes also reported that a larger portion of FAMU students take out loans.

Ms. Sikes reported that FAMU presented an improvement plan in September 2020 and updated the plan in August 2022. She noted that FAMU is taking multiple steps to improve licensure pass rates for law students, including enrolling smaller cohorts and looking at admissions criteria of those cohorts, like higher LSAT and GPA scores. Ms. Sikes further explained that starting in fall 2021, FAMU required students to take a third semester of legal research and writing, though that data was not reflected in the results yet. In addition, students with a GPA of 2.7 or lower are required to take additional coursework. Ms. Sikes stated that FAMU is working to support faculty by providing some faculty with teaching assistants and providing faculty with professional development with a course on maximizing bar exam success for students.

Next, Ms. Sikes provided an overview of the nursing licensure exam pass rates. She noted that the System pass rate was 89% and that FAMU and FAU program pass rates were below the benchmark.

Ms. Sikes noted that FAMU's and FAU's enrollment, graduation rate, and pass rates by cohort have decreased over time.

Ms. Sikes reported that more FAMU nursing graduates take out loans compared to other institutions, and half of FAU nursing graduates take out loans. She explained nursing graduates do incredibly well with their future earnings.

Ms. Sikes then presented FAMU's improvement plan, stating that, compared to a 62% pass rate in 2021, FAMU's pass rate thus far in 2022, with a final quarter remaining, is 70%. She remarked that this represents an 8% increase but is still below the 86% benchmark. Ms. Sikes commented that FAMU staff have reviewed and mapped the curriculum to match key guidance documents for undergraduate nursing programs and increased NCLEX exam practices.

Ms. Sikes stated that for FAU, the pass rate in 2022 is 60% for the new Davie campus compared to 67% in 2021. For the traditional program students on the main campus, the pass rate is 79.55% compared to 83% in 2021. Both remain below the 86% benchmark. Ms. Sikes clarified that FAU expects to see increases in the pass rate with graduates preparing to take the exam in the spring.

Ms. Sikes explained that FAU's improvement plan showed the institution hired additional faculty and conducted curriculum mapping, with anticipated course revisions taking place in summer 2023. She also stated that FAU nursing students now have access to FAU College of Medicine's high-fidelity simulation experience.

Board Chair Lamb recognized the board chairs at FAMU and FAU to make comments.

Chair Kelvin Lawson from FAMU said that the institution is anticipating continued increases in passage rates. He stated that there is ongoing discussion around passage rates for all professional programs, including law and nursing. Chair Lawson mentioned that the institution had also earmarked incremental funding for law. He commended the deans of the law school and nursing program for doing a great job and said the action plan in place now appears to be making progress. He remarked that FAMU is shrinking the cohort to get better students to put into each of the two programs, and the board of trustees is feeling better about the forward path of both programs.

Chair Brad Levine from FAU stated that at the Davie campus, faculty are teaching out the current students in order to close the program, and going forward, the institution will focus solely on its Boca Raton campus. He said they were coordinating more closely with the medical school and hired an outside consultant to help with the curriculum. He reported that he feels confident that scores will be back in the 90s soon.

Chair Levine explained that the NCLEX is changing, and there may be some negative impacts across the System. He remarked that it was a pleasure to see FAMU leadership acknowledge opportunities and focus on improvement.

7. System Enrollment

Chair Levine discussed the last item on the agenda, a presentation on System enrollment. At the June 29, 2022, committee meeting, the Board received a brief overview of System enrollment trends as part of the 2022 university accountability plan presentations. Chair Levine reminded the committee that overall, System undergraduate enrollment declined slightly in fall 2021 by 1% or around 3,000 students. However, there were some trends among some subpopulations that the committee wanted to understand better.

Chair Levine recognized Mr. Troy Miller, Deputy Chief Data Officer, to provide additional information on System enrollment trends.

Mr. Miller began by providing context in Florida and across the nation. He noted that some may have noticed in national media headlines that college enrollment is down in many, if not all, states across the country, including Florida.

Mr. Miller explained that there had been enrollment declines between one and two percent in Florida and across the country. He noted that, for the first time in fall 2021, there was a decrease in undergraduate enrollment in the System.

Mr. Miller explained that, when looking more closely at enrollment in the System, the drop had primarily been in the Florida College System Associate in Arts (A.A.) transfer student population. From 2018-19 and 2020, the System went from 69,000 to 70,000 A.A. transfer students to about 61,000 in fall 2022.

Mr. Miller noted that when there is a decline in enrollment for that population, it is important to look at the admit and registration trends. He explained that although there were declines in applications and enrollments of transfer students for 2021-2022, the System has been admitting the same percentage of transfer student applicants over the past couple of years. He stated that the same is true with the yield rate, which is the percentage of the Florida College System A.A. transfer students that enroll who are admitted. Mr. Miller noted that this had been consistently in the mid to high 70% range, although there was a drop in the 2021-22 yield rate, likely due to COVID-19.

Mr. Miller also reported that there had been a decline in the number of students seeking an A.A. going back at least to 2017. He explained that the Florida College System reported that as of fall 2022, the colleges had seen a bounce back of enrollment in A.A. degree seekers, nearly 200,000 students. The Florida College System is taking a closer look to determine why enrollment declined.

Mr. Miller remarked that one byproduct of lower A.A. transfer student enrollment in the System is a decline in the number of lower-income students since Florida College System A.A. transfer students are more likely to receive Pell Grants than first-time-in-college students in the State University System. He noted that, while not a one-to-one translation, the recent decline in the Performance Based Funding metric seven is due in part to the decline in A.A. transfer students. He noted that there has also been a decline in the percentage of high school graduates who attend a Florida College System institution directly after high school.

Mr. Miller stated that the System's numbers had remained about level for FTIC students over the last five years, although they have gone down very slightly in each of the last four years. One factor that has prevented a drop in FTIC students in the System is that the number of high school graduates has gone up 18 percentage points in this timeframe, so although the rate of those attending college directly from high school has gone down just slightly, the net effect is an increase of 2,750 students.

Mr. Miller then explained that another factor influencing the pipeline is college readiness, which is the percentage of high school graduates who complete the college courses that the System requires for admission. He further remarked that the difference in college readiness between low-income and non-low-income high school graduates has consistently been in the 15-16 percentage point range, and the difference in college-going rates for these groups graduating in 2020 was 13%. The college-going rate for low-income high school graduates in 2020 dropped nine points in the last four years and five and a half points in the last year alone. He explained that these points tie into prior conversations with university leaders about recent struggles to recruit low-income students. He noted that these trends could warrant a broader discussion about how the System can ensure these students have the support they need to access, afford, and complete a degree in the State University System.

Mr. Miller also reported that nationally because of low birth rates for families around the great recession in the late 2000s, there is an expected decline of about 410,000 high school graduates, what some call the enrollment cliff. Mr. Miller remarked that this is not true for Florida and that because of the population increase, Florida should see an increase in high school graduates. He cautioned that as fewer students graduate from

other states, competition for students in Florida may increase and result in out-of-state colleges and universities attempting to recruit Florida's high school students.

In response, Chair Levine mentioned that Florida has the advantage of low cost to students compared to other states. He remarked that Florida could increase its out-of-state tuition and still be more affordable. Chair Levine noted that the policies of the governor and legislature in the past decade, along with the state's economic policies, have dramatically benefitted and grown the pipeline for state universities and colleges.

Governor Cerio asked if the percentage of high school graduates attending Florida colleges shown in the presentation is just Florida's state colleges or if it was colleges and universities.

Mr. Miller confirmed that it was both Florida colleges and universities. He clarified that data included all postsecondary institutions in Florida, except for-profit private institutions, which are not usually in the market for public high school graduates.

8. Concluding Remarks and Adjournment

Chair Levine concluded the meeting at 2:45 p.m.

Alan Levine, Chair

Emily Keough, Assistant Director of Academic and Student Affairs