

New Board Member Orientation Handbook





STATE UNIVERSITY SYSTEM OF FLORIDA





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New Member Orientation Handbook

June 2023

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Welcome to the team!

On behalf of the Board of Governors, Chancellor Ray Rodrigues and I would like to sincerely thank you for committing your time and energy to help our universities go from good to great by serving on one of our most vital assets, the board of trustees.

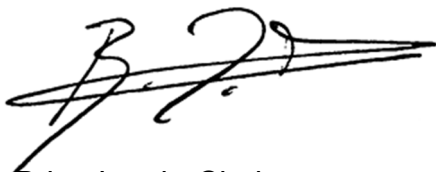
Today's orientation is intended to acquaint you with the Board of Governors and the operations of the Board office. It will serve as the first of many opportunities to collaborate with us in ways to make a transformational impact in the lives of our students.

As a Board member, you are part of a select group of engaged, influential and motivated individuals who are mobilized to advocate for the support of our public university System. Together, we will address interesting, worthwhile, and professionally challenging issues as we provide the System with the leadership and policy guidance that will ensure that we continue to provide an affordable, high-quality higher education experience for the students.

This handbook is intended to provide a working reference regarding the Board of Governors and the State University System of Florida, which it oversees, and the current major initiatives underway.

I hope you will take the time to review the latest *System Accountability Plan*, which provides high-level data about the System. It also provides insights into how our dedicated students, faculty, staff, and researchers collaborate with government and businesses to grow the economic sectors that comprise Florida's knowledge-based economy.

Thank you, again, for your service to our students and the state. Be inspired. Be focused. Let's be impactful together.

A handwritten signature in black ink, appearing to read 'B. Lamb', with a long horizontal flourish extending to the right.

Brian Lamb, Chair

State University System at a Glance

- 12 institutions
- 430,000+ students
- \$14.8 billion total budget
- 107,000+ degrees awarded
- Over \$2.56 billion in research expenditures
- #1 producer of utility patents in Florida

Did you know?

The State University System (SUS) ranks #1 in the nation by *U.S. News and World Report* since 2017.

The State University System has 5 institutions in the Top 100 public institutions in the nation.

The State University System has the lowest undergraduate tuition in the country for public 4-year institutions.

The State University System leads the state with 420 utility patents awarded in 2021.

The State University System makes affordability a priority, offering bachelor's degrees for an average of less than \$2,000 once financial aid is included.

The State University System 4-year graduation rates are up 17% since 2014.

With 61% of State University System students graduating in 4 years, we are preparing students for the workforce sooner, which leads to more earnings and less debt.

More than half of State University System degrees awarded are in Programs of Strategic Emphasis (e.g. STEM and health).

The State University System is #5 in the country for research expenditures, with five universities in the top 100.

The State University System has seen a \$358 million increase in research expenditures in the past five years, representing a \$7 billion economic impact.

Governance

Over the past century, the State of Florida has had a number of different governance frameworks in place to oversee its public universities (see “History of Governance” table to the right). In 2002, the voters amended Florida’s constitution to establish the Board of Governors and authorize it to operate, regulate, control, and manage the System, subject to the Legislature’s power to appropriate for the expenditure of funds. This was the first time that the universities were governed by a constitutional entity. The amendment also established local Boards of Trustees to administer each university.

Governance Agreement

For a number of years following the passage of the constitutional amendment, there continued to be confusion regarding the extent of that authority. As a result, a small group of citizens filed a lawsuit against the Florida Legislature asking the courts to clarify the respective roles of the Board and the Legislature relative to oversight of the State University System. In 2007, the Board voted to join the lawsuit.

In 2009, the Board’s leadership, the Chancellor and legislative leadership commenced an effort to resolve the issues. After months of negotiations, the Board Chair and the Chancellor signed a governance agreement with the Speaker of the House, Senate President and Governor that clarified roles and responsibilities relative to the oversight of the System. As a result, the Board withdrew from the lawsuit in March 2010, and the relationship with the Legislature has steadily improved. Further, the Board worked closely with the Legislature to pass statutory revisions that codified the tenets of the governance agreement.

To this day, the governance agreement serves as a touchstone for the Board and the Legislature as they make statutory and regulatory decisions according to their respective roles defined in the agreement.

State University System of Florida

HISTORY OF GOVERNANCE

1905-1965 - Board of Control

The original board was statutorily authorized to manage the early university system, which consisted of UF, FSU and FAMU at the time.

1965-2001 - Board of Regents

The Board of Control was refashioned into the Board of Regents, which was also statutorily authorized to manage a much expanded university system.

2001-2002 - Board of Education

With a goal toward creating a more seamless K-20 system, the short-lived “Super Board” was created in statute to oversee all levels of education.

2003-present -

Board of Governors

This represents the first time that the governing body was *constitutionally* authorized to oversee all aspects of the university system and to define the powers and duties of the university Boards of Trustees.

Governance — Who Does What?

The Board of Governors

The Florida Board of Governors was created in 2003 by a constitutional amendment to be the governing body corporate for the State University System. The Board is constitutionally charged to “operate, regulate, control, and be fully responsible for the management of the whole university system,” and to define the “distinctive mission of each constituent university and its articulation with free public schools and community colleges.” The Board is also responsible for “ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs,” and establishing “the powers and duties of the boards of trustees.”

The Board is comprised of 17 members — 14 are appointed by the Governor, and three members serve by virtue of their offices: the Commissioner of Education, the Chair of the Advisory Council of Faculty Senates and the Chair of the Florida Student Association.

The Boards of Trustees

Each of the 12 State University System institutions has a 13-member board of trustees responsible for the local administration of the university in a manner that is consistent with the university’s mission and with the mission and purpose of the State University System as defined by the Board of Governors.

Pursuant to authority delegated by the Board of Governors to the boards of trustees in Board of Governors Regulation 1.001, University Boards of Trustees Powers and Duties, trustees are responsible for the oversight of all university operations, implementing and maintaining high-quality education programs, and approving the university’s strategic plan and budget. Trustees are also responsible for establishing cost-effective policies or regulations consistent with Board of Governors’ regulations or guidelines. University regulations are adopted in accordance with the Regulation Development Procedure for university boards of trustees. Trustees are also public officers for purposes of Florida’s Code of Ethics for Public Officers and serve the university in a fiduciary capacity.

For each board, six citizen members are appointed by the Governor and five citizen members are appointed by the Board of Governors. The remaining two members are the chair of the university’s faculty senate (or the equivalent) and the university’s student body president. The appointed members serve staggered five-year terms and their appointments must be confirmed by the Florida Senate.

The Office of the Chancellor

The Chancellor serves as the chief executive officer of the Board of Governors. The Office of the Chancellor includes senior staff, who along with the Chancellor, are charged with the development of administrative policies, programs and procedures to guide the operations of the Board. The Office of the Chancellor implements and directs policies adopted by the Board and provides leadership in the areas of educational growth and system development deemed to be in the best interest of higher education in Florida. As the chief executive officer, the Chancellor serves as the official spokesperson for the Board in relations with various external constituencies, especially the State Legislature and the Executive Office of the Governor, as well as presidents, trustees, students and other organizations.

The University President

The President is selected by the board of trustees and confirmed by the Board of Governors. The President is the chief executive officer of the university and is responsible for the day-to-day management of the institution. The President reports to the board of trustees and serves as the corporate secretary for the board of trustees.

Governance — The Constitution

The Constitution of the State of Florida

ARTICLE IX

EDUCATION

SECTION 7. State University System

(a) **PURPOSES.** In order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida's citizens, their communities and economies, the people hereby establish a system of governance for the state university system of Florida.

(b) **STATE UNIVERSITY SYSTEM.** There shall be a single state university system comprised of all public universities. A board of trustees shall administer each public university and a board of governors shall govern the state university system.

(c) **LOCAL BOARDS OF TRUSTEES.** Each local constituent university shall be administered by a board of trustees consisting of thirteen members dedicated to the purposes of the state university system. The board of governors shall establish the powers and duties of the boards of trustees. Each board of trustees shall consist of six citizen members appointed by the governor and five citizen members appointed by the board of governors. The appointed members shall be confirmed by the senate and serve staggered terms of five years as provided by law. The chair of the faculty senate, or the equivalent, and the president of the student body of the university shall also be members.

(d) **STATEWIDE BOARD OF GOVERNORS.** The board of governors shall be a body corporate consisting of seventeen members. The board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs. The board's management shall be subject to the powers of the legislature to appropriate for the expenditure of funds, and the board shall account for such expenditures as provided by law. The governor shall appoint to the board fourteen citizens dedicated to the purposes of the state university system. The appointed members shall be confirmed by the senate and serve staggered terms of seven years as provided by law. The commissioner of education, the chair of the advisory council of faculty senates, or the equivalent, and the president of the Florida student association, or the equivalent, shall also be members of the board.

(e) **FEES.** Any proposal or action of a constituent university to raise, impose, or authorize any fee, as authorized by law, must be approved by at least nine affirmative votes of the members of the board of trustees of the constituent university, if approval by the board of trustees is required by general law, and at least twelve affirmative votes of the members of the board of governors, if approval by the board of governors is required by general law, in order to take effect. A fee under this subsection shall not include tuition.

Members of the Florida Board of Governors



Brian Lamb, Chair – (term 3/29/2019–1/6/2026), is a Managing Director and Segment Head for Middle Market Banking & Specialized Industries (MMBSI) covering the Northeast (Delaware, New England, New Jersey, New York and Pennsylvania) for JPMorgan Chase Commercial Banking. He is responsible for leading the region’s commercial banking teams who deliver the firm’s global capabilities to local clients – including credit and financing, digital payments, treasury services and international banking – and growing the MMBSI business.

Starting May 1, 2022, Brian has assumed this role, leading a key region for a critical part of the MMBSI business and bringing his passion and talent to another leadership position at the firm.

Previously serving for two years as the firm’s global head of Diversity, Equity & Inclusion, he collaborated across lines of business to build a world-class, business-led DEI organization at JPMorgan Chase. He also has been instrumental in propelling the firm’s \$30 billion commitment to racial equity, including work related to our Global Supplier Diversity Strategy and establishing the new DEI Centers of Excellence.

Brian brings extensive business experience gained during 13-years with Fifth Third Bank — including national roles leading Wealth & Asset Management, Retail Banking and Securities, Middle Market and Business Banking. He was also responsible for the comprehensive strategic framework of the Bank’s civic commitments, including Corporate Communications, Ethics, and Diversity & Corporate Social Responsibility.

Brian serves as Chair of the State University System of Florida and after serving as a Board Trustee, is now Chair of the National Urban League’s Audit Committee.

Notably, Business Insider named him as a DEI Trailblazer in 2021. He’s also been recognized as a 2020 Person of Vision by Preserve Vision Florida, a 2019 Man of Honor in Cincinnati, Savoy Magazine’s Top 100 Most Influential Blacks in Corporate America in 2018, and he was named to the Tampa Bay Business Hall of Fame in 2016.

Brian holds a bachelor’s degree in accounting, an MBA from the University of South Florida and is also a graduate of the Stonier Graduate Banking School at the University of Pennsylvania.





Eric Silagy, Vice Chair – (term 3/29/2019–1/6/2026), of Palm Beach Gardens, is president and CEO of Florida Power & Light Company (FPL), a subsidiary of NextEra Energy, Inc., and one of the largest investor-owned electric utilities in the nation. He was appointed president in December 2011 and CEO in May 2014.

Eric has worked for NextEra Energy companies for more than a decade. For FPL, he served as senior vice president of regulatory and state governmental affairs and as chief development officer, managing all generation development, including solar, natural gas and nuclear energy projects. At NextEra Energy Resources, Eric served as vice president and general manager of the Southern Region, and vice president of business development.

Prior to joining NextEra Energy, Eric served as vice president, mergers, acquisitions and divestitures at Entergy Wholesale Operations, and as vice president and managing director, Southeast Asia, for The Wing Group, a subsidiary of Western Resources. He also worked for U.S. Senator J. Bennett Johnston of Louisiana in several capacities, including chief of staff.

Eric is a member of the board of directors of the U. S. Chamber of Commerce and the Florida Chamber of Commerce, where he served as Chairman in 2013-2014 and currently serves as the Chairman of the International Business Council. He also serves on the Energy Security Leadership Council of Securing America’s Future Energy, a bi-partisan council of business and military leaders supporting a comprehensive, long-term policy to reduce U.S. oil dependence and improve energy security. Additionally, Eric is an executive board member of Enterprise Florida, Inc., executive board member of the Florida Council of 100 and board member of the Honda Classic PGA Tour event. Eric holds a Bachelor of Arts degree in economics from the University of Texas at Austin, a Juris Doctor from the Georgetown University Law Center and is a member of the Maryland and U.S. Supreme Court bars.



Tim Cerio – (term 10/27/2018–1/6/2024), is the General Counsel and Chief Legal Officer of Citizens Property Insurance Corporation. From 2015 to 2016, Tim served as the General Counsel to Governor Rick Scott. As General Counsel, Tim was the chief legal advisor to the Governor and the Executive Office of the Governor’s legal liaison to all state and local agencies.

In March 2017, Governor Scott appointed Tim to the Florida Constitution Revision Commission (CRC). The CRC is convened once every 20 years for the purpose of reviewing Florida’s constitution and proposing amendments for voter consideration. From 2013-2015, Tim was a member of the Judicial Nominating Commission for the First District Court of Appeal, and in June 2021, Governor Ron DeSantis appointed Tim to the Florida Supreme Court Judicial Nominating Commission. Tim is also a member of the Board of

Directors of the James Madison Institute, Florida's premiere think tank dedicated to promoting economic opportunity for all Floridians.

Tim previously served as General Counsel and Chief of Staff of the Florida Department of Health. With over 16,000 employees and a \$2.8 billion budget, the Florida Department of Health is responsible for regulating all licensed health care practitioners and delivering public health services throughout the State of Florida.

Tim earned his bachelor's degree in political science from the University of Florida in 1990 and his law degree with honors from the University of Florida College of Law in 1995. He has served as president of both the University of Florida Alumni Association and the UF College of Law Alumni Council, and he continues to serve on the Florida Blue Key Alumni Advisory Board.



Manny Diaz – (serves as Commissioner of Education, 6/01/2022) For nearly 20 years, Diaz has been highly involved in Education, first serving as a Teacher and Coach at Miami Springs Senior High and Hialeah Miami Lakes Senior High.

Manny Diaz, Jr. has since served in a leadership capacity as an Assistant Principal at Hialeah Miami Lakes Senior High for seven years. A native of Hialeah, he has worked with the youth of this community as a Teacher, Coach and Administrator over his entire career. He was a founding partner of the Beyond the Bell Learning Center in Miami Springs, Florida. Manny graduated with a Bachelor's degree in Human Resources/Education from St. Thomas University, a Master's degree in Educational Leadership from Nova Southeastern and completed the prestigious Harvard Graduate School of Education Principal's Summer Institute in 2006.

In 2012, Manny was elected to the Florida House of Representatives. Subsequently re-elected in 2014 and again in 2016. He was appointed as Chair of the Choice and Innovation Subcommittee, sat on the Education Committee, K-12 Subcommittee, Education Appropriation Subcommittee, and the Health Innovation Subcommittee. In 2016, he was appointed as Chair of the PreK-12 Education Appropriations Committee.

In 2018 Manny was elected to the Florida Senate. During first two years in the Senate he was the Chair of the Education Committee, Vice Chair of the Appropriations Subcommittee on Education, Appropriations Subcommittee Health and Human Services, Ethics and Elections Committee, Health Policy Committee and Joint Select committee on Collective Bargaining. During his last two years of his first term, he was the chair of the Health committee, Vice Chair of the appropriations subcommittee in Education, member of the Appropriations Committee, Appropriations Subcommittee on Health and Human Services, Education and Rules.

At the end of his first Senate term in 2022, he was appointed Commissioner by Governor Ron DeSantis and confirmed by the Florida Board of Education.



Aubrey Edge – (term 1/31/20–1/6/2027) of Jacksonville, is President and CEO of First Coast Energy, L.L.P., one of the larger distributors of Shell gasoline in the U.S. with an extensive network of approximately 200 stations in Florida and North Carolina. Based in Jacksonville, Florida, First Coast Energy has grown from a \$50 million company into one of the largest private companies in Northeast Florida with revenues of approximately \$1 billion per year. First Coast Energy employs over 1,400 individuals at its corporate headquarters and company operated stores.

Daily's is the flagship of First Coast Energy's network and is strongly committed to the success and growth of its home of Jacksonville, Florida. Daily's is a proud sponsor of the Jacksonville Jaguars and has the first ever convenience stores within an NFL stadium. Daily's Place is the state-of-the-art amphitheater and flex field facility providing premier concert events in downtown Jacksonville. At Daily's, "*It's nicer here*" is not just a slogan, it's a mission statement.

Aubrey is married to Elizabeth, his wife of 29 years, and has two sons, Ryan and Christopher. Mr. Edge's family and faith are what sustains him and provide the passion to continue in service to the community.

Aubrey has been presented the Industry Leader award by JaxUSA, the Ultimate CEO award by the Jacksonville Business Journal, and appointed to the First Coast Business Hall of Fame. He currently sits on the Board of Directors for St. Vincent's Hospital, the Honorary Board of GPC (Growing Parenting Choices), The Players Championship Council, the Parent Development Board of Auburn University, and The Bolles School Board of Trustees. He is also the Chair Emeritus of the National Wholesale Council for Shell Oil Company.



Patricia Frost – (term 10/27/2017–1/6/2024), of Miami Beach, spent 28 years as a teacher and principal in the Miami-Dade County Public School System, retiring in 1993. She is a former member of the Board of Trustees for Florida International University and has served as chair of the Florida International University Foundation Board of Directors and as chair of the Florida International University Academic Policy

Committee.

Patricia was named Educator of the Year for her work at Florida International University and with the Miami-Dade County and Broward County public school systems. She received her bachelor's degree from Colby College and a master's degree from Columbia University.



Edward Haddock – (term 11/24/20–1/6/27), of Winter Park, grew up in Richmond, Virginia and received his BA degree from Ohio Wesleyan University where he majored in English Literature and Economics, was president of the student body and now serves on the Board of Trustees and Executive Committee. He earned his Juris Doctorate at the University of Virginia School of Law and is licensed to practice law in Florida and Virginia.

Ed's career has revolved around law, education, business, philanthropy and family.

Law. Upon law school graduation Ed was honored to be recruited to Orlando to become the twelfth attorney at the Lowndes Drosdick law firm and two years later was honored again to join the second oldest law firm in Orlando, Swann & Swann. The firm was renamed Swann and Haddock and Ed became its managing partner and Chairman from the early 1970s to 1990, expanding from three attorneys in Orlando to one of the largest law offices in both Orlando and Tallahassee prior to its merger with Milwaukee based Foley & Lardner LLP in 1990.

Education. Based on a former client relationship, Ed then became a principal and Co Chairman / CEO of Full Sail University, Orlando / Winter Park. By focusing on student career success, Full Sail has grown from several hundred to over 20,000 students and has become an internationally recognized entertainment media and emerging technology educational institution with over 85,000 graduates many of whom have been awarded Grammys, Academy Awards and other entertainment and emerging technology industry honors. Using this same focus on student outcomes and career pathways, Ed and his education partners achieve similar student, graduate and institutional success with the Los Angeles Film School, Hollywood, with over 4,800 students and the Rocky Mountain College of Art and Design, Denver, with over 1,600. In addition to his many years of involvement with his alma mater, Ohio Wesleyan University, Ed has been a faculty member for the Practicing Law Institute, co-author of a report and recommendations to Congress regarding issues relating to Central America, a board member of the University of Central Florida Foundation and is currently a director of the Center for Advanced Entrepreneurship at Rollins College, Winter Park.

Business. Ed's business career includes the roles of counsel, co-founder, director, executive officer and investor in organizations engaging in the practice of law and legislative matters, education, information technology, banking, insurance, healthcare, franchising and real estate. Ed is founder and advisor of SunGate Capital which has evolved into a private investment company managing the businesses, other assets and financial interests of the family trusts and foundation of which Ed is the grantor.

Philanthropy. The mission of the family foundation is "to advance restorative relationships between people and planet through human dignity and environmental stewardship". Current projects include: Kaley Square Community Center, providing service to a disadvantaged Orlando neighborhood; the Foundation Hub on Lake Eola in downtown Orlando, a headquarters it shares with other collaborative foundations; *A Long Time Coming*, a sports and civil rights documentary featuring Hank Aaron and Andrew Young; and a program in the Smoky Mountains of North Carolina to manage invasive species.



Jackson “Jack” Hitchcock – (serves as FSA Chair, 6/01/2023), is a senior studying international affairs and interdisciplinary social sciences at Florida State University. He has previously held internship positions with the Florida Department of Education, a State of Florida Representative, and the City of Pensacola.

Jack is the Chair of the Florida Student Association, a student-led lobbying corporation representing 400,000 students. The Florida Student Association’s Board of Directors is composed of the 12 Student Body Presidents from the State University System institutions. Jack is the current FSU Student Body President, representing about 45,000 undergraduate and graduate students. Prior to his term as Student Body President, Jack served as the Cabinet Director and Secretary of External Affairs for Student Government, Beta Theta Pi executive board, Chair of the Student Foundation, and a member of the prestigious Garnet and Gold Key Honorary.

Jack enjoys running, hiking, and watching Florida State football. After receiving his bachelor’s degree, Hitchcock plans to attend law school or pursue a career in public policy.



Ken Jones – (term 11/24/20–1/6/27), of Tampa, is the Founder and Managing Partner of Third Lake Partners, a global private firm dedicated to the investment management and capital deployment for numerous private clients who own and operate some of the largest privately-held companies in the world. Since inception, Ken has led and executed the vision, strategy and growth of the firm which invests capital in a broad array of asset classes including alternatives, real estate, private credit, direct private equity and funds as well as co- chairing the firm’s investment committee. He is also an active board member for numerous portfolio companies and serves on various fund advisory committees for firms such as KKR, Goldman Sachs, Argand Partners and others. Prior to Third Lake, Ken founded and served as Chairman & CEO of TL Capital which served as the asset management and investment arm for a US-based private family.

In 2016, Ken also founded Fairbourne Properties, a commercial real estate investment and management firm headquartered in Chicago where he continues to serve as the company’s chairman. Fairbourne manages nearly ten million square feet of commercial real estate across the U.S. and has circa \$2 billion in AUM. Prior to founding TL Capital, Third Lake and Fairbourne, Ken was the executive vice president and senior managing director of CEA Group, a TMT and real estate-focused private equity and investment and merchant banking firm with offices in Florida, New York and London.

Prior to joining CEA in 2005, Ken spent the previous decade in legal, government, and management positions in Washington, D.C. where he served as chief legal counsel and deputy chief of staff for former U.S. Senate Majority Leader Trent Lott and the Senate Rules & Administration Committee. He supervised the oversight of numerous legislative branch agencies including the Capitol Police, Smithsonian Institutions, Library of Congress, Congressional Media

Galleries and Government Printing Office among others, with annual budgets totaling more than \$3 billion and more than 5,000 employees. Ken also worked on national security and intelligence issues, held multiple top-secret security clearances (TS/SCI) and was instrumental in developing and implementing new continuity of government processes for the U.S. Government in the wake of the September 11th terrorist attacks.

Prior to the U.S. Senate, Ken practiced law at the Washington D.C. law firm Patton Boggs. Among his clients were the President and Vice-President of the United States, national political campaigns, Fortune 500 companies and various federal officials. His work centered on public policy, campaign finance, Congressional ethics in addition to commercial litigation, constitutional law and corporate finance. Prior to private practice, Ken began his career in Washington, DC where he served as counsel to a national political party. During the 2000 Presidential election, Ken was counsel for the Bush-Cheney Campaign in Palm Beach and Washington, DC during the Florida presidential recount. Following the election, he was named chief counsel to George W. Bush's Presidential Inaugural Committee. He has also served in senior leadership roles to six Presidential Nominating Conventions and two U.S. Presidential Inaugurations.

In 2012, Ken served as President and CEO of the Republican National Convention where he was responsible for the organization and day-to-day executive management of all host committee responsibilities for the convention. As CEO, Ken raised more than \$100 million in public and private contributions and led the national coordination of logistics, construction, security, media, venue and hotel leasing, transportation, and dozens of convention-related events throughout America. The convention, which was the second largest media event in the world, has been lauded as one of the most efficiently and successfully run Presidential nominating conventions in the modern era and was concluded on-time and under budget with a multi-million dollar surplus.

In 2017, Ken served with legend Archie Manning as the Co-Chairman of the National Football Foundation Hall of Fame dinner and currently serves on the NFF's national board of directors. He was also recently named to the executive committee for the 2021 NFL Super Bowl Host Committee. Ken additionally serves on the board of trustees of the Straz Center for the Performing Arts, is a member of the Florida Council of 100 and served as the 2018 chairman of the American Heart Association Tampa Bay Heart Ball. Ken has conducted hundreds of live on-camera interviews with numerous television networks including Fox News, ABC, NBC, CBS, C-SPAN and CNN and has been quoted in publications such as the Wall Street Journal, New York Times, Politico, Washington Post, Newsweek and USA Today. Ken grew up in a small Florida town with a population of 2,000 people. He became a highly ranked junior tennis player in Florida, played competitively on state/national level and continues to train and play today. He graduated with honors from Florida State University with a degree in communication and earned his law degree from the University of Florida where he was a member of Florida Blue Key and was elected President of the University of Florida Law School Bar Association.



Darlene L. Jordan – (term 6/22/2017–1/6/2024), of Palm Beach, is the Executive Director of the Gerald R. Jordan Foundation, a nonprofit organization named for her husband that supports education, health and medical research, youth services, and the arts. In 2012, she was awarded the Fordham Founder’s Award, honoring her outstanding philanthropic commitment to her Alma Mater, Fordham University. Darlene recently completed a 14 year term on the Fordham Board of Directors where she

served as a Member of the Executive Committee and was Chair of the Development and University Relations Committee. She is the Co-Chair of the \$175 million Financial Aid Campaign and of the successfully completed \$500 million comprehensive campaign.

Darlene served as a National Finance Co-Chair for Mitt Romney for President in 2008 and 2012. In 2014, she was the State Finance Chair for Governor Rick Scott’s successful Gubernatorial re-election campaign and raised \$101 million and in 2018, she served as the Finance Chair for Rick Scott’s successful race for Senate.

In April 2016, she was appointed to the Board of Governors of the State University System of Florida where she is the Chair of Academic and Student Affairs and Vice Chair of Academic and Research Excellence. In March 2017 she was appointed to the Constitution Revision Commission of the State of Florida. She received Palm Beach Atlantic University’s Women of Distinction Award in March 2017 for her commitment to her community and educational causes and the 2020 Republican Party of Palm Beach County Life Time Achievement Award to be recognized in March 2020. Darlene is a Director of the Boys & Girls Clubs of Boston and a member of the Harvard Business School Board of Dean’s Advisors and the Harvard Stem Cell Institute. Darlene is a trustee of the Preservation Foundation of Palm Beach and a member of the Board of Directors for Oxbridge Academy, Rosarian Academy, and the Town of Palm Beach United Way.

Darlene is a former Assistant Attorney General for the Massachusetts Office of the Attorney General, where she served in the Insurance Fraud Division from 1996 to 1999. Previously, she was an Assistant District Attorney in the Norfolk District Attorney’s office, from 1991 through 1996. She managed the DA’s office in the Stoughton District Court and was responsible for all cases originating from the five surrounding towns. In addition, she helped to implement and manage a new one-tier trial system in the Dedham District Court, supervised student prosecutors, and assisted in the management of the Dedham Juvenile District Court.

Darlene received her Bachelor of Arts in 1989 from Fordham University and her Juris Doctor from Suffolk University School of Law in 1992. She has been a member of the Massachusetts Bar since 1992 and the U.S. District Court, District of Massachusetts since 1993. Darlene and her husband Jerry live in Palm Beach, FL with their daughter Charlotte. Darlene is a former Assistant Attorney General for the Massachusetts Office of the Attorney General, where she served in the Insurance Fraud Division from 1996 to 1999. Previously, she was an Assistant District Attorney in the Norfolk District Attorney’s office from 1991 through 1996. She managed the DA’s office in the Stoughton District Court and was responsible for all cases originating from the five surrounding towns. In addition, she

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Alan M. Levine – (term 6/22/2017–1/6/2024), of Johnson City, Tennessee is Chairman and Chief Executive Officer of Ballad Health, an integrated health system serving a region of Appalachia including Northeast Tennessee, Southwest Virginia, Eastern Kentucky and Western North Carolina – a region the size of New Hampshire. In addition to operating 21 hospitals, Ballad Health operates the nation’s largest Accountable Care Community, home health, pharmacies, skilled nursing facilities, rehabilitation services, Ballad Behavioral Health Services, and Ballad Ventures, an innovation arm focused on investment in emerging services and technologies. With \$2 billion in annual revenue, Ballad employs 14,000 people, including 800 physicians, and has more than 4 million patient contacts annually.

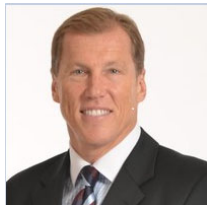
Prior to serving as Chairman and CEO of Ballad Health, Alan served for more than 25 years as chief executive officer of hospitals and health systems ranging from a small rural hospital to one of the largest public systems in America.

Alan’s commitment to public service spans multiple states. Most recently, he served on the health care transition team for Virginia’s Governor, Glenn Youngkin. He chaired, or co-chaired the health care transitions for Governors Ron DeSantis of Florida, Governor Rick Scott of Florida and Governor Jeb Bush of Florida. Alan was appointed by Governor Bill Lee of Tennessee to serve on the Tennessee Charter School Commission.

Alan also served on Louisiana governor Bobby Jindal’s cabinet as secretary of Louisiana’s Department of Health and Hospitals and as Governor Jindal’s senior health policy advisor. He also served as deputy chief of staff and senior health policy advisor to Florida governor Jeb Bush prior to his appointment by Governor Bush to serve as secretary of Florida’s Agency for Health Care Administration, an agency responsible for administering a \$17 billion budget. In these roles, Alan oversaw the health care response to 12 major hurricanes making landfall in Florida and Louisiana, managed Louisiana’s response to the H1N1 Influenza Pandemic, led Louisiana’s effort to improve child immunization rates from ranking 48th in the nation to 2nd, successfully advocated the passage of major and historic health care reforms in both states and was recognized for his efforts in combating fraud and abuse in public health care programs.

In his service on the board of governors of the State University System of Florida, the governing body of Florida's 12 state universities, he has served as chair of research and academic excellence and as chair of Audit and Compliance. He served as the Chair of the Florida Higher Education Coordinating Council, a policy-setting body for public and private education in Florida. He also serves on the Board of Directors of the H. Lee Moffitt Cancer Center, Florida's most advanced cancer research and treatment center, and also serves on the board of directors of Axogen, a publicly traded company. Recognized by Modern Healthcare magazine as one of the 30 Americans likely to have a powerful impact on health care in the next 30 years, and as an up-and-comer in the health care industry, Alan is widely recognized in the health care industry. Most recently, Alan was recognized as a Junior Achievement Laureate and named to the Business Hall of Fame in upper East Tennessee.

He received a bachelor's degree in health sciences, a master's degree in business administration and a master's degree in health sciences from the University of Florida, where he is recognized as a member of the University of Florida Hall of Fame.



Charles H. Lydecker – (term 2/7/2020–1/6/2027), of Daytona Beach, is Chairman and CEO of Foundation Risk Partners (FRP), a company he co-founded in 2017. Ranked as one of the top 20 largest commercial insurance operations in the United States, FRP has over 120 locations across the country and is headquartered in Daytona Beach, FL.

Charlie is a 1985 graduate of American University with degrees in Political Science and Business Administration. He attended college on a full athletic scholarship as a member of the swim team. Professionally, Charlie also earned the Chartered Property Casualty Underwriter, Certified Insurance Counselor, and Associates in Management designations.

Charlie is a Member of the Board of Trustees of American University in Washington, D.C. He is on the board of the NASCAR Foundation, Halifax Hospital Foundation, The Florida Chamber of Commerce and Chairman of the Volusia/Flagler YMCA. Charlie served two terms as Vice Chairman of the Florida Ethics Commission, is a Past Chairman of the Florida Housing Finance Corporation, Past Chairman of the Florida Birth Related Neurological Injury Compensation Association, Past Vice Chairman of the Florida Self-Insurers Guarantee Association, and an Executive Board Member of the Florida State Fair Authority. He is Fundraising Chairman for the YMCA of Volusia/Flagler Counties, Past Chairman of Futures Public Education Foundation, the United Way of Volusia/Flagler Counties, and the Boy Scouts of America in Daytona Beach. He twice served as Chairman of the Daytona Beach/Halifax Area Chamber of Commerce and is an alumnus of Leadership Florida and Leadership Daytona Beach.

He has been recognized with numerous awards for his years of community and public service. Most recently, he was bestowed an honorary doctorate from Bethune-Cookman University in Daytona Beach, Florida. Charlie was also honored with the Dr. Mary

McLeod Bethune Philanthropy Award and the Council on Aging Glenn and Connie Ritchey Citizen of the Year Award. He has received the Chamber's Lou Fuchs Award for Outstanding Community Service and the Marvin Samuels Leader of the Year Award. Also, he received The Stafford H. Cassell Alumni Athlete Award from his alma mater American University; Humanitarian Award from Mary McLeod Bethune Community Center; Golden Eagle Award and Silver Beaver Award from the Boy Scouts of America and Citizen of the Year for Public Education Award from Phi Delta Kappa Professional Education Fraternity. Charlie was recognized in 1995 by Florida Trend Magazine as one of Florida's Emerging Top 20 State Leaders, and Charlie was presented the key to the City of Daytona Beach by the Mayor and honored by the dedication in his name of Charleston Place Apartments in the City of Holly Hill for his leadership in creating affordable housing for local residents. Additionally, Charlie received the Ryan Lochte Service above Self Award; and the Ormond Beach City Commission and the Volusia County Council honored Charlie with a proclamation naming a day in his honor for years of achievement and community service. He received the Heroism Award from the Boy Scouts of America and he's been inducted into New York's Smith Point National Lifeguard Champions Hall of Fame and has 3 U.S. Masters Swimming World Records.



Craig Mateer – (term 3/11/2022 – 1/06/2027), is the founder and CEO of CCM Capital Group, Inc. a hospitality, logistics, and real estate operations company. During his 30 years as founder and CEO of Bags, Inc., he registered numerous patents in the travel and technology industries and established key strategic partnerships with Walt Disney World, 250+ airports, major airlines, major cruise lines, TSA, and CBP to innovate unique guest service initiatives. In 2018, he sold Bags, Inc. to publicly traded SP Plus Corporation. Craig graduated from the Florida State University in 1988 having attended the university on a basketball scholarship and currently resides in Orlando, FL.



Deanna Michael – (term 8/1/2022 – 7/31/2023), currently serves as the Chair of the Advisory Council of Faculty Senates.



Jose Oliva – (term 1/4/22 – 1/6/26), is the Chief Executive Officer at Oliva International Foods. A former Speaker of the Florida House of Representatives, he served as a State Representative from 2011–2020. Oliva is the current Director of the Cuban Liberty Council and serves on the Oliva Cigar Company Board of Directors. He previously served on the Hialeah Census Board and Housing Commission. Oliva attended St. Thomas University.



Steven M. Scott, M.D. – (term 3/29/2019–1/6/2026), is a board-certified physician and Chairman of Scott Holdings, LLC, an entrepreneurial company investing in healthcare enterprises and technology startups that further the development of higher education, college athletics, and sports medicine in Florida and the southeast United States.

He has founded and/or invested in over a dozen companies, including PhyAmerica (formerly Coastal Emergency Services), an emergency medicine management business he took public through IPO in 1991. His next venture, Healthcare Business Resources, was acquired by CBIZ. He grew Vista HealthPlan, a consolidation of five struggling HMOs, into a thriving network of 300,000 members and over \$1.2B in revenue, before selling to Coventry Health Care (now Aetna). AdviseStream, a pre-health advising software startup, was acquired by Kaplan / Civitas Learning in 2014 and implemented at colleges and universities throughout the country.

Having been raised by a single parent in a humble upbringing, Dr. Scott is deeply committed to educational service and transformative philanthropy. He has served on numerous boards and committees, notably the University of Florida Board of Trustees, where he was appointed by Governor Crist in 2008 and served two five-year terms, including as Chair. He received the Academy of Golden Gators Transformational Leadership Award for recruiting Dr. W. Kent Fuchs, a former Ivy League university provost, to be their 12th President, and helped UF become the first Florida school invited into the Association of American Universities. Dr. Scott has also served Duke University since 2010, and on their Board of Trustees since 2014. He helped raise \$3.85B as a member of the Duke Forward steering committee and contributed to innovations in their athletics and sports medicine facilities and programs. Additionally, has served on the advisory boards of the Lucy Daniels Center and Wake Forest University School of Business.

Dr. Scott received his M.D. from Indiana University in 1974 and is a diplomate of the American Board of Obstetrics and Gynecology. He completed his internship and residency at Duke University Medical Center, where he then became Assistant Clinical Professor of OB/GYN and continues to serve as Adjunct Professor. He is a fellow of the American College of Obstetrics and Gynecology and, among other affiliations, he is a member of the American College of Emergency Physicians.

Committees

Academic and Research Excellence

Chair: Darlene Jordan
Vice Chair: Charlie Lydecker
Aubrey Edge
Ken Jones
Alan Levine
Jose Oliva
Steve Scott
Staff: Christy England

Academic and Student Affairs

Chair: Tim Cerio
Vice Chair: Aubrey Edge
Manny Diaz
Patricia Frost
Ed Haddock
Jack Hitchcock
Deanna Michael
Steve Scott
Staff: Christy England

Audit and Compliance

Chair: Aubrey Edge
Vice Chair: Craig Mateer
Patricia Frost
Ed Haddock
Ken Jones
Alan Levine
Jose Oliva
Staff: Julie Leftheris

Budget and Finance

Chair: Eric Silagy
Vice Chair: Ken Jones
Tim Cerio
Jack Hitchcock
Brian Lamb
Charlie Lydecker
Steve Scott
Staff: Tim Jones

Facilities

Chair: Charlie Lydecker
Vice Chair: Steve Scott
Ed Haddock
Ken Jones
Brian Lamb
Craig Mateer
Deanna Michael
Eric Silagy
Staff: Kevin Pichard

Innovation and Online

Chair: Ed Haddock
Vice Chair: Darlene Jordan
Manny Diaz
Aubrey Edge
Jack Hitchcock
Charlie Lydecker
Craig Mateer
Deanna Michael
Staff: Jon Rogers

Nomination and Governance

Chair: Brian Lamb
Vice Chair: Eric Silagy
Tim Cerio
Aubrey Edge
Ken Jones
Darlene Jordan
Alan Levine
Charlie Lydecker
Staff: Shannon True

Strategic Planning

Chair: Alan Levine
Vice Chair: Aubrey Edge
Patricia Frost
Jack Hitchcock
Darlene Jordan
Deanna Michael
Jose Oliva
Steve Scott
Staff: Christy England

Task Force on Academic and Workforce Alignment

Chair: Ken Jones
Vice Chair: Craig Mateer
Tim Cerio
Darlene Jordan
Brian Lamb
Eric Silagy
Staff: Christy England

Tuition Appeals

Chair: Brian Lamb
Vice Chair: Eric Silagy
Tim Cerio
Aubrey Edge
Ed Haddock
Darlene Jordan
Alan Levine
Charlie Lydecker
Staff: Tim Jones

Talent Development Council

Tim Cerio

Moffitt Cancer Center Board

Alan Levine

Institute for Human and Machine Cognition

Jay Patel

Chancellor's Office



Ray Rodrigues is Chancellor of the State University System of Florida.

He took office as Chancellor on November 9, 2022. The Board of Governors of the State University System unanimously selected him for the post at their September 2022 meeting.

Prior to his appointment as Chancellor, Ray Rodrigues served as the Florida State Senator for District 27 which covers the majority of Lee County. Prior to his service in the State Senate, he was elected and served four terms in the Florida House of Representative.

During his time in the State Legislature, Rodrigues served as the Chair of the Senate Reapportionment Committee, Chair of the Senate Government Operations Committee, Chair of the House Health and Human Services Committee and as the House Majority Leader.

In his professional career, Ray Rodrigues worked 17 years for Florida Gulf Coast University (FGCU) where he held the positions of Director of Interagency Partnerships, Director of Community Relations and Business Manager for the College of Arts and Sciences.

Ray Rodrigues previously worked a decade for a corporate component of General Electric where he managed their U.S. Import Compliance team.

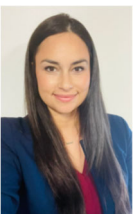
Prior to his service in the Florida House of Representatives, he served on the Lee County Housing Authority and held elected office on the Stoney Brook Community Development District.

Chancellor Rodrigues earned a Bachelor of Arts degree from Berry College in Rome, Georgia and in 2017 earned his Master in Public Administration degree (MPA) from Florida Gulf Coast University. Ray and his wife Ruth have one son, Rhett.



Shannon McDermott True

Director, University Trustee Relations and Executive Assistant to the Chancellor
Coordinates the Board of Governors' activities related to the appointment and confirmation of university trustees, communication between the Board office and university trustee liaisons, and the execution of the annual Trustee Summit, trustee orientations, and trustee training. She works with the Governor's Appointments office and the Senate Ethics and Elections office to support the successful confirmation of trustee appointments. In addition, she serves as the liaison to the Association of Governing Boards to stay abreast of best practices related to trustee governance and leadership. She also serves as the executive assistant to the Chancellor.



Rachel Kamoutsas

General Counsel and Corporate Secretary

Serves as a senior policy advisor to the Chancellor and Board leadership. She provides guidance and counsel regarding legal affairs, is responsible for overseeing Board meetings, maintains official records of all Board action, and oversees trustee appointments and engagement.



Julie Leftheris

Inspector General and Director of Compliance

Provides leadership in the promotion of accountability, integrity, and efficiency in audit and compliance matters for the Board and throughout the State University System.



Jon Rogers, Ph.D.

Assistant Vice Chancellor, Innovation and Online Education

Provides leadership regarding the development of major policies and initiatives, with special emphasis on online education and innovative policies and practices.

Academic and Student Affairs



Christy England, Ph.D.

Vice Chancellor for Academic and Student Affairs and Chief Academic Officer

Provides leadership for research, analysis, policy development, and strategic planning for academic, student, research, and economic development issues that affect the State University System. She has over 15 years of experience in statewide policy and planning and in institutional research. Prior to joining the Board Office in 2015, Dr. England worked for the State University of New York System office, state higher education coordinating agencies in Washington and Illinois, and Illinois State University. She holds a Ph.D. in higher education administration from Illinois State University and master's and bachelor's degrees in Psychology, also from Illinois State University.



Emily Sikes

Assistant Vice Chancellor, Strategic Initiatives and Economic Development

Provides leadership and support on a variety of issues such as academic affairs, student affairs, talent development, research, and strategic planning, and serves as a liaison to statewide economic development groups. Also provides leadership and support for the development, implementation, and monitoring of system-level policies pertaining to student support services.



Lynn Nelson

Assistant Vice Chancellor, Academic and Student Affairs

Provides leadership and support for the review and approval of academic programs, specialized admissions requests, exceptions to state-mandated program lengths, and educational sites. Also provides leadership and support for the development, implementation, and monitoring of other system-level policies, such as admissions and articulation.

Public Affairs



Renee Fargason

Assistant Vice Chancellor for Strategic Communications and Public Affairs

Serves as the Board spokeswoman to ensure complex policy issues are presented in a clear and consistent manner through traditional and social media. Serves as a liaison to both internal and external interests in areas including strategic planning, policy research and guidance, and effectively communicating positions of the Board.



Tony Lee

Vice Chancellor for Public Policy and Advocacy

Tony Lee, Ed.D., is the Assistant Vice Chancellor of Public Policy and Advocacy. Dr. Lee communicates with the Legislature, Executive staff, and BOG colleagues to develop, evaluate, and analyze legislative bills and amendments. Additionally, he supports Public Affairs and collaborates with Government Relations Offices at Florida's 12 Universities to obtain insight, guidance, and understanding of how policies and funding will impact their university. Previously, Dr. Lee spent more than twenty years in higher education and nonprofit development, building public and private partnerships and raising millions of dollars for those institutions (Florida Atlantic University, Florida Gulf Coast University, Florida State University, Radford University, and Zoo Tampa). Dr. Lee is a champion for alumni engagement, student success, and postsecondary education through community service and volunteerism. He earned a bachelor's degree in political science from Florida State University, a master's in communication from Florida International University, and an Ed.D. in Applied Learning Sciences from the University of Miami.



Heather Page

Communications and Legislative Coordinator

Manages social media and curates graphic and video content for the State University System. Develops communication strategies and supporting media material that coincides with the Board's legislative agenda.

Finance and Administration



Tim Jones

Vice Chancellor of Finance & Administration and Chief Financial Officer

Oversees the budget and facilities responsibilities of the State University System, Human Resources, administrative functions of the Board of Governors' General Office and serves as the Chancellor's fiscal liaison with the Legislature. He came to the Office of the Chancellor in 1999 as the assistant budget director. Previously, he worked in the fiscal office of the Florida Department of Transportation. He has also worked as a director with the Missouri Department of Elementary and Secondary Education and a tax auditor and supervisor for the Missouri Department of Revenue. A native of Missouri, Mr. Jones earned a bachelor's degree in Business Administration from Columbia College and a master's degree in Public Administration from the University of Missouri-Columbia.



Dale Bradley

Director, University Budgets

Oversees the development, preparation and monitoring of the universities' operating budgets and formulation of fiscal policies and analyses relating to the State University System.



Heidie Bryant

Budget Director

Oversees implementation of the Board Office operating budget and serves as a liaison with the Department of Education Budget Office and the Department of Financial Services.



Jason Jones

Chief Data Officer

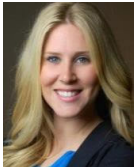
Provides research and analysis on a broad range of policy issues and works with universities and stakeholders to address related policy and data collection issues.



Eugene Kovacs

Chief Information Officer

Oversees the maintenance and enhancement of the State University System management information systems, applications, and technical support.



Abigail Martin

Director, Human Resources and Administration

Manages the personnel functions for the staff of the Board Office and serves as liaison with applicable state agencies.



Kevin Pichard

Director, Finance & Facilities

Responsible for review and approval of bond/finance issues related to facilities construction, and oversees facility planning matters for the Board.

The Budget

State Funding

The Board of Governors advocates for appropriate funding to generate the higher degree production and greater research commercialization that the new economy demands — all measured by one of the best university system performance tracking and accountability structures in the nation. The 2023 Legislative Session continued the commitment to the SUS with a 20% increase in appropriations, anchored by the Board of Governors’ Performance-based Funding Model, which the Legislature and Governor (pending the Governor’s signature) supported by providing \$645 million in funding to support continued improvements on key performance metrics.

The Legislature and Governor (pending the Governor’s signature) also approved over \$726 million in fixed capital outlay funding for 39 projects.

Tuition and Fees

Florida has lowest tuition and fees in the nation for in-state, undergraduate students according to the data collected by The College Board. The Florida Legislature has sole authority to establish the base undergraduate tuition rate for Florida’s state universities. In 2009, the Legislature granted the Board of Governors the authority to approve tuition differential, which each university could request based on its individual needs and market conditions. Legislation passed in 2014 eliminates future tuition differential increases for all universities except those designated as preeminent institutions, of which currently only

the University of Florida, the University of South Florida and Florida State University has this designation. In addition, the legislation eliminated the statutory consumer price index increase for base undergraduate tuition.

In 2016, legislation eliminated the Board of Governors' ability to delegate tuition-setting authority for graduate, professional and out-of-state tuition. All tuition in those categories now come to the Board of Governors for consideration and is capped at no more than 15% over the prior year.

Notwithstanding, each university board of trustees has authority to set limited increases in other fees (e.g., Activities & Services Fee, Health Fee, Athletic Fee) and the Board of Governors has authority to review and vote on new fees requested by local boards of trustees. On an annual basis, the Board of Governors considers all fee requests in the context of the legislatively set base tuition.

In 2010, the Legislature also gave the Board of Governors authority to allow universities to request flexible tuition policies (e.g., graduate-level market tuition rate and undergraduate-level "block" or flat-rate tuition). Regulations were developed in close consultation with the universities to implement this authority. The Board of Governors is keenly attuned to the economic pressures that both our students and our institutions face, and its members are committed to striking the right balance to avoid undue burden.

Facilities Funding

Another important component of state funding is known as Public Education Capital Outlay (PECO), which, historically, has been the primary source of funding for construction, maintenance and renovation of educational physical plant; classrooms, offices and labs, for K-12 schools, the Florida College System and the State University System. PECO is funded by revenue from gross receipts tax (2.5% on sale of gas/electricity and 2.52% on telecommunications services). PECO revenue is impacted by economic cycles and, in part, a diminishing base related to telecommunication services. The amount available annually for appropriation is established based on analysis by Revenue Estimating Conferences, with allocation to K-12, colleges and universities based on Legislative appropriation. PECO appropriations to the State University System have trended down over the past decade. With less capital funds available from PECO, the Board is facing increasing pressure to justify and support its funding recommendations, and universities are being asked to identify private resources, such as donations. Whether for renovation, remodeling, replacement or expansion of space, in light of funding challenges, maximizing the return on investment in the System's capital infrastructure is more important than ever before.

Non-State Facilities Funding

A sizeable portion of the System's infrastructure and physical plant has not been financed by the state, but rather through self-supporting mechanisms such as revenue bonds, donations, federal grants and, most recently, Public Private Partnerships (PPP or P3). P3 refers to an agreement or agreements between a university board of trustees, or a Direct Support Organization (DSO), and a private party, whereby the private party will, at least, be responsible for financing and construction of a facility, but typically responsible for operation and maintenance as well, with little, if any, financial obligation or risk on the part of the university or DSO.

P3s have been used internationally as a common financing instrument for several decades and have gained momentum in the United States. In Florida, P3s have been used primarily for the execution of road projects and expansions, but the System has also utilized this funding structure for facilities projects.

P3s carry extensive life cycles ranging from 40–50 years, thus requiring strategic trustee oversight to

help ensure proper management and success relating to these transactions with private third-parties. In 2015, the Board, working in conjunction with university representatives and the State’s Division of Bond Finance, approved a set of guidelines for universities to use when embarking on a P3 project. The Board’s Public-Private Partnership Guidelines are accessible at: <https://www.flbog.edu/finance/fco-finance-information/bond-information/>

The Board of Governors Office Budget

The Board Office is led by a Chancellor appointed by the Board of Governors. The Chancellor serves as the Chief Executive Officer. The mission of the Board Office is to mobilize resources and diverse constituencies to govern and advance the State University System of Florida by supporting and advocating for high-quality teaching, research, and public service. Board staff are committed to the values of creativity, discovery, and innovation; student access; learning and success in the global community and marketplace; collaboration, respect, and appreciation of diversity; and transparency, shared responsibility, and continuous improvement.

The Board Office consists of 69 positions focused in three strategic areas; Chancellor’s Office, Academic and Student Affairs, and Finance and Administration. The Board Office operating budget totals \$10.5 million and is appropriated by the Legislature and the Governor. 78% of the operating budget is dedicated to employee salaries and benefits, with the balance covering operating expenses.

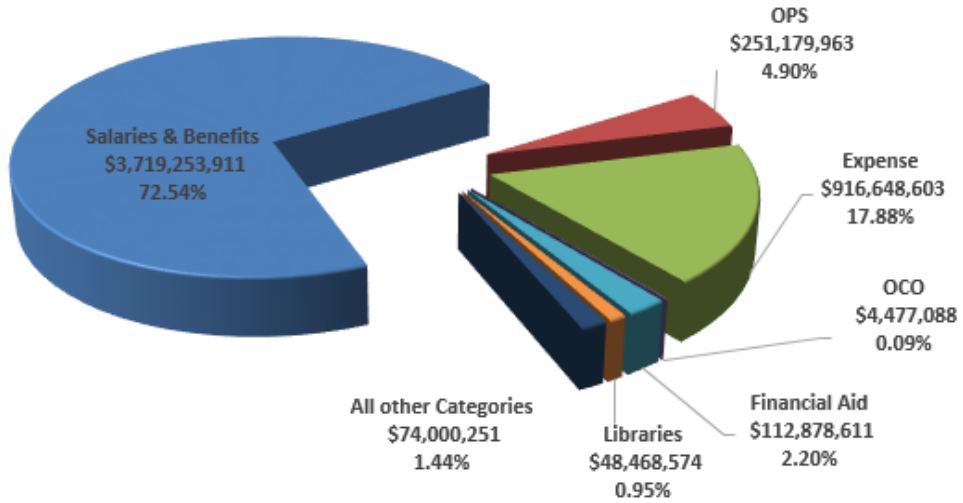
Category	Amount
Salaries & Benefits (69 employees)	\$8,152,732
Other Personal Services (Student/Temporary employees)	\$87,644
Expenses (i.e. travel, office supplies)	\$893,781
Operating Capital Outlay (i.e. furniture)	\$17,732
Contracted Services (i.e. software, items requiring contracts)	\$857,903
Transfer to Department of Management Services for PeopleFirst	\$24,980
Transfer to Department of Management Services for Risk Management Insurance	\$9,304
Transfer to Northwest Regional Data Center	\$361,633
Total	\$10,405,699

System Operating Budget

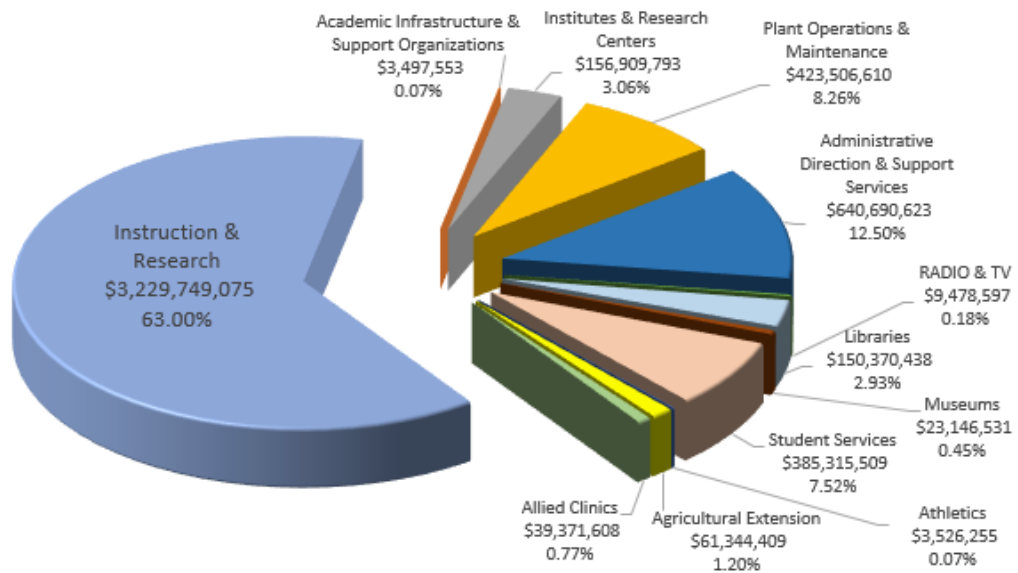
2021-2022

\$5.1 Billion E&G Budget by Appropriation Category

Includes IFAS, Health/Medical Centers



\$5.1 Billion E&G Budget by Activity



Overview of Strategic Issues

2025 Strategic Plan

The State University System 2025 Strategic Plan, adopted in 2011, strengthens the Board's commitment to achieving excellence in the tripartite mission of its state universities – teaching, research, and public service – for the benefit of Florida's citizens, their communities, and the state economy. The Strategic Plan is a living document that helps align the State University System's goals with Florida's highest economic, workforce, and research needs. As such, the Strategic Plan frames the university's tripartite mission around three key themes – Excellence, Productivity, and Strategic Priorities for a Knowledge Economy. Every five years, the Board reviews the Strategic Plan to assess the State University System's progress on the 28 goals in the Plan and makes adjustments, as warranted.

A 2014 update of the Strategic Plan considered the following notable changes to the SUS: the creation of a 12th state university—Florida Polytechnic University, new supply-demand studies on the State's projected occupations and baccalaureate degree production conducted by the Board's Access and Attainment Commission, and a revised list of Programs of Strategic Emphasis to reflect changes in workforce demands. Additionally, the Legislature established a Preeminent State Research Universities Program and approved a Performance-based Funding Model for the SUS that has resulted in significant improvements in university funding and advances in university performance.

During 2019, the Board's Strategic Planning Committee reviewed the Strategic Plan's goals and made recommendations for adjustments to selected metrics, which the Board approved at its October 30, 2019 meeting. The Board also added three new metrics to the plan.

The updated goals and metrics in the Strategic Plan demonstrate the Board's commitment to proactive strategic planning that will continue to steer the State University System in the direction of Florida's highest priorities.

Accountability

Through its two-pronged accountability framework, the State University System is committed to being the most accountable university system in the country. This framework is comprised of a strategic plan and annual university accountability plans that are updated each year. The Board's work in this arena has earned accolades from national higher education groups, including the State Higher Education Executive Officers Association and the American Council of Trustees and Alumni.

Affordability

Due to the state investments by our Governor and Legislature, Florida remains among the least expensive states in the country for undergraduate in-state tuition and fees – 2nd lowest in the nation. With state and institutional investments, the average cost of an undergraduate degree is now less than \$10,000.

Facilities Funding

While System growth has slowed to a more moderate pace, it is critical that Florida protect its investment in the existing university facilities and that obsolete buildings be renovated or replaced to meet the demands of the modern learning and research environment. In 2019, a statutorily driven methodology for ranking university capital projects was implemented, helping prioritize increasingly limited state appropriated resources across a broad base of need, with an emphasis on renovation

and remodeling of existing facilities. And, in light of aging facilities, traditional sources for funding ongoing maintenance and repairs are no longer available, increasing the specter of deferred maintenance and requiring universities to utilize alternate funding sources to help address this ongoing need.

Online Education

In January 2014, the Board established the Innovation and Online Committee to investigate policies and best practices for transformative and innovative approaches to the delivery of higher education. In November 2015, upon recommendation by the Committee, the Board approved its *2025 Strategic Plan for Online Education*, recognizing that online education affords the System a means to address future capacity requirements while also stimulating innovative teaching and learning practices and greater convenience and flexibility for students. Updated in March 2022, the Plan is presented as a series of goals, strategies, tactics, and performance indicators organized around the primary elements of quality, access, and affordability. A Steering Committee of provosts and Board staff provides guidance to an Implementation Committee consisting of institutional representatives responsible for addressing each of the tactics, thereby ensuring the Plan's successful implementation.

Performance-Based Funding

In January 2014, the Board approved a comprehensive 10-metric performance-based funding model that is elevating our System while acknowledging each university's distinct mission. The model incentivizes excellence and improvement. In 2023, the Governor and Legislature approved \$645 million in performance funding, which consists of \$350 million in state investments and \$295 million in institutional investments.

Academic Quality and Student Success

The Board provides leadership for the development of system-level policy regarding admissions, articulation, academic programs, and student support services for the System; the review and approval of academic programs, limited access requests, and exceptions to state-mandated program lengths; and promulgates regulations relating to the aforementioned areas of responsibilities. The Board works to address issues that are critical to the well-being of state university students, such as 2+2 articulation and student mental health. The Board also provides information to students, parents, and institutions through various academic and student affairs studies, such as the baccalaureate follow-up study of SUS graduates, student demand for counselors, student safety and campus security, and transfer students in the System.

Programs of Strategic Emphasis

The Board of Governors' Programs of Strategic Emphasis is one of several tools used to align the degree production goals of the State University System with the economic and workforce needs of Florida. These academic programs are in the areas of education, healthcare, global competitiveness, and STEM, and they also include programs identified by a supply/demand gap analysis. This list of programs provides direction to the SUS and to parents and students regarding the areas that are critically important and in high demand in Florida. Since 2012-13, institutions have shifted curriculums and encouraged students to enroll in these high demand areas for Florida so that in 2017-18, more than half (52%) of the bachelor's degrees and almost two-thirds (64%) of the graduate degrees were awarded in Programs of Strategic Emphasis. In October 2019, the Board approved an updated list based on updated analyses of Florida's economic and workforce needs. In 2023, Board staff will conduct a comprehensive review and analysis in collaboration with key stakeholders to determine what, if any, revisions are needed to best support Florida's employers and economy.

Economic Development

The Board of Governors has staff devoted to working with business, industry, and state economic development partners, to include the following services:

- Providing a “concierge” type service to state-level economic development organizations and businesses, connecting these groups to appropriate state university representatives based on interests, questions, and information needs;
- Developing system-level materials that communicate specific areas of university research, achievements, and initiatives;
- Researching and analyzing specific talent needs that universities can provide;
- Maintaining frequent contact with state-level economic development organizations to ensure these organizations have accurate information on the State University System;
- Ensuring that the Office of the Board of Governors participates in state-level task forces and working groups; and
- Coordinating the work of university representatives to address questions and issues from state-level groups and businesses.

Academic & Research Excellence

The Board of Governors has placed a strong emphasis on the role of research and academic excellence among its 12 institutions. As a result, in January 2018 the Board established a new committee, the Academic and Research Excellence Committee, to guide these efforts. The activities of this committee include developing system-level policies and initiatives to enhance the quality and national prominence of the state universities through the promotion of academic programs of distinction, increasing university research and research opportunities for students and faculty, and through the development of world-class faculty and scholars. In March 2018, the committee approved a 19-metric dashboard to chart progress on SUS research.

The State University System ranks 4th in the nation in research expenditures when compared to other public university systems and has seen significant increases in research activity and awards in recent years.

The Vice Presidents for Research identified the most important research areas for Florida as health, big data, advanced manufacturing, marine, coastal, estuary science, and cybersecurity. In addition, state universities partner across the state and with business and industry to conduct research that addresses Florida's needs. The system is a leader in the state and nation in innovation, turning research into technology, and product commercialization.

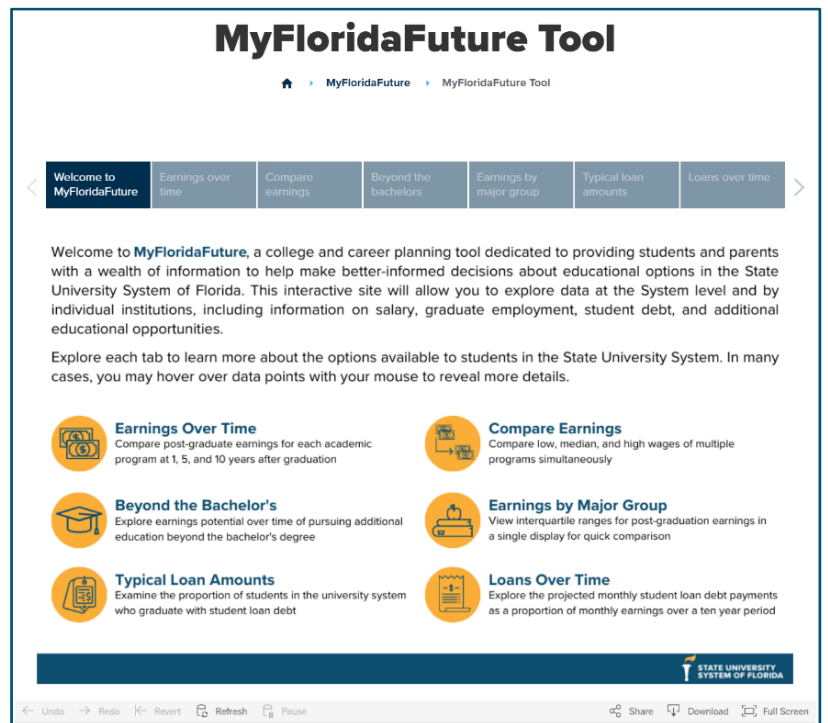
Baccalaureate Follow-Up Report Series & MyFloridaFuture

Since 2014, the Board of Governors has carried out studies of State University System graduates one, five, and ten years after receiving their degrees. Historically, the results of those studies focused on baccalaureate-level graduates and were published statically. With the support of Governor DeSantis and the 2021 Legislature through section 1006.751, Florida Statutes, the endeavor has very intentionally evolved into an exciting new interactive tool called [MyFloridaFuture](#). [MyFloridaFuture](#) is designed to assist students, families, and policy-makers in making better-informed decisions about postsecondary education in the State University System of Florida.

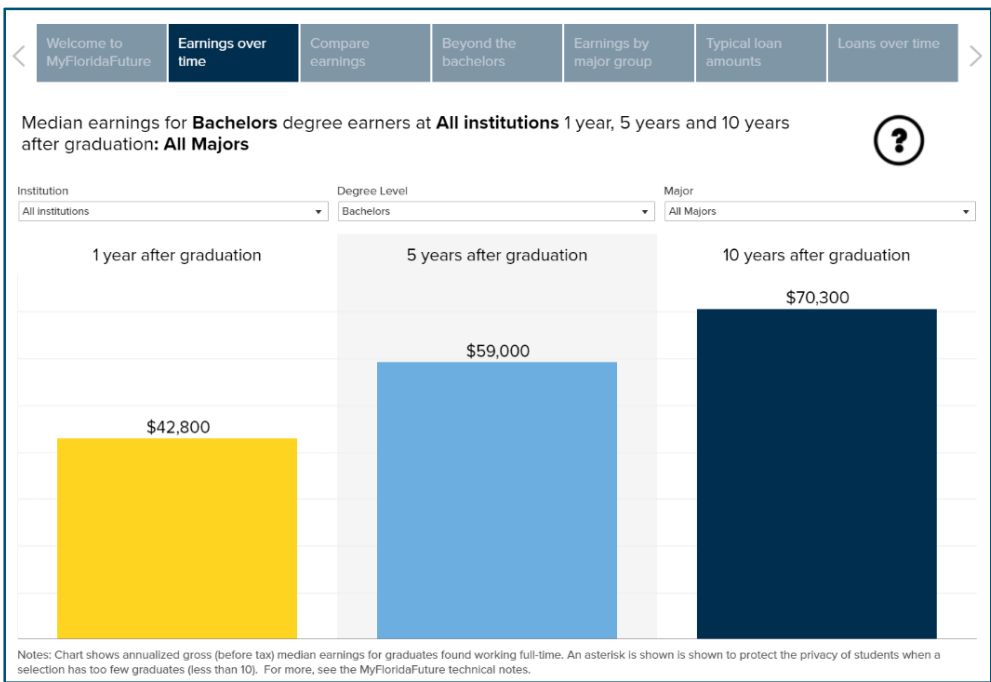
The Board of Governors developed this free, online college and career planning tool, which was first published in 2022 and provides a wealth of State University System graduate outcome information. The tool includes data on graduates at all degree levels, including undergraduate and graduate-level programs. [MyFloridaFuture](#) allows users to explore statistics, both at the System-level and by individual institution, that provides valuable information about graduates' employment, salaries, and debt from Florida's 12 public universities.

Students and their families can explore each tab of the tool to learn more about a myriad of topics, including the following.

- **Earnings over time** – what is the earning potential for each academic program at 1, 5, and 10 years after graduation?
- **Compare earnings** – what are some examples of low, median, and high wages across multiple programs?
- **Beyond the bachelor's** – what is the additional earning potential if I continue my education beyond a bachelor's degree?
- **Earnings by major group** – what salary ranges are expected for different major groups?
- **Typical loan amounts** – what is the proportion of students in the State University System who graduate with student loan debt? And what is the average loan amount of a specific academic program?
- **Loans over time** – what are the projected monthly student loan debt payments as a proportion of potential monthly earnings over a ten-year period?

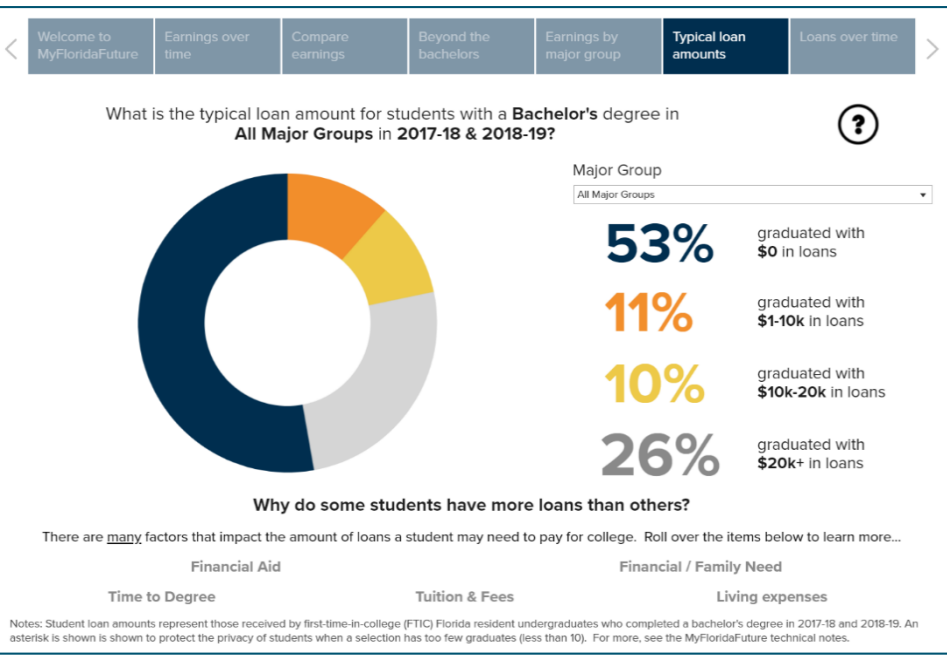


The current version of the tool reveals the following findings for the graduates who were found. In year 1, 70% of graduates worked full-time after completing a baccalaureate degree. By year 5, that rose to 85%, and by year 10, the percentage increased to 87%. By the fifth year after graduation, 19% of graduates in the study had earned a master's degree, and 5% had earned a doctorate. Those figures rose to 27% and 9%, respectively, by year 10.



The starting salaries for recent graduates were also strong, and wages increased substantially over time. The median annual salary for graduates in the first year following graduation with a bachelor's degree was \$42,800. By year 5, the median salary was \$59,000. By year 10, the median wages were \$70,300. The year 10 median represents a 64% increase in earning power over the year 1 average.

It is also noteworthy that 53% of all first-time-in-college Florida residents who completed a bachelor's degree graduated with **no student loan debt** from the State University System.



Task Force on Academic and Workforce Alignment

It has long been a strategic priority of the Board that academic programs throughout the system align with and support the economic and workforce needs of Florida. As a natural extension of those efforts, the Task Force on Academic and Workforce Alignment was created in March 2020 to identify 1) the key industries important to Florida's future, 2) the workforce needed to attract and retain businesses in those industries, and 3) the ways in which the State University System of Florida can contribute to attracting the desired industries and to creating Florida's future workforce. The Board adopted recommendations from the task force in January 2022 that were designed to create a path forward for stronger partnerships between the State Universities and Florida industries. Board staff are working with task force and the universities to implement the recommendations.

Overview of Performance-Based Funding Model

The Performance-Based Funding Model includes ten metrics that evaluate the institutions on a range of issues. One metric is a choice metric picked by the university boards of trustees. These metrics were chosen after reviewing over 40 metrics identified in university work plans.

Key Components of the Model

- Institutions are evaluated on either excellence or improvement for each metric.
- Data is based on one-year data.
- The benchmarks for excellence are based on the 2025 System Strategic Plan goals and analysis of relevant data trends; whereas the benchmarks for improvement are determined after reviewing data trends for each metric.
- The Florida Legislature and Governor annually determine the amount of the state investment and a proportional amount of institutional investment that would come from each university's recurring state base appropriation.

Metrics Common to All Institutions

Nine metrics apply to all 12 institutions. There are two exceptions: the eighth metric, graduate degrees awarded in areas of strategic emphasis (8a), applies to all institutions except New College of Florida. The alternative metric for New College (8b) is Percentage of Newly Admitted FTICs with a HS GPA of 4.0 or Higher. The ninth metric is split into two metrics each worth 5 points. Metric 9a, three-year graduation rate for associate in arts transfer students applies to all 12 institutions. Metric 9b, six-year graduation rate for students who are awarded a Pell grant in their first year, applies to all institutions except Florida Polytechnic University. The alternative metric for Florida Poly (9b.1) is second year retention rate for Pell grant students.

Board of Trustees Choice Metric

Each Board of Trustees has chosen a metric from the remaining metrics in the University Accountability Plans that are applicable to the mission of that university and have not been previously chosen for the model.

Criteria

An institution with a score the same or higher than the previous year is eligible for their proportional amount of the state's investment. Any institution with a score lower than the previous year's score for two consecutive years must submit and successfully implement a student success plan to be eligible for their proportional state investment. Beginning in 2021, any institution with a score lower than 70 points must submit and successfully implement a student success plan to be eligible for 50% of their proportional state investment.

Board of Governors Meeting Calendar 2023

January 24-25, 2023

Florida International University, Miami

February 22, 2023

Conference Call

March 28-29, 2023

Florida Agricultural and Mechanical University, Tallahassee

May 10, 2023

Conference Call

June 20-22, 2023

University of South Florida, Tampa

August 29-30, 2023

University of Florida, Gainesville

September 20, 2023

New College of Florida, Sarasota

November 1-2, 2023

University of Central Florida, Orlando



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