

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
June 21, 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 June 21, 2023, at 12:29 p.m. with the following Governors present: Frost, Hitchcock, Michael, and Oliva. A quorum was established.

2. Minutes of the March 28, 2023, Strategic Planning Committee Meeting

Chair Levine asked for a motion to approve the March 28, 2023, committee meeting minutes. Governor Michael moved to approve, Governor Oliva seconded the motion, and the motion passed.

3. 2023 University Accountability Plans

Chair Levine provided an overview of Board Regulation 2.002, University Accountability Plans, and explained the required components of accountability plans. He informed the committee that they would consider approving the 2023 university accountability plans and the university preeminence status updates for Florida State University (FSU), the University of Florida (UF), and the University of South Florida (USF). He then highlighted the System's successes over the past year, including offering the lowest tuition rates in the country, increasing four-year graduation rates, and improving performance on many of the Key Performance Indicators (KPIs) from the Board's 2025 Strategic Plan. Chair Levine highlighted the importance of increasing enrollment for Pell Grant recipients and Associate in Arts (AA) students and improving graduation rates for AA students.

Chair Levine recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to present the performance based funding (PBF) metrics portion of the 2023 university accountability plans.

Dr. England reviewed the percentage of bachelor's graduates enrolled or employed and earning at least \$40,000 in the first year after graduation, explaining that all institutions performed below the Board's Strategic Plan goal because the Board changed the methodology for this metric in November 2022. Dr. England said that since this was the first year the new methodology had been implemented, the universities did not have approved goals from last year's accountability plans. Dr. England stated that most institutions have a good percentage of students enrolled or employed and earning at

least \$40,000 in the first year after graduation and that many institutions were already very close to the Board's goal of 80 percent. She also indicated that median wages for bachelor's degree recipients one year after graduation increased by more than eight percent at all twelve institutions last year.

Dr. England then discussed four-year graduation rates for first-time, full-time college students. Dr. England explained that ten institutions increased the percentage of students graduating over the last year, and all institutions showed improvement over the previous five years. She commended UF and FSU for exceeding the strategic plan goal of 65 percent. Dr. England also emphasized the overall improvement of the System in its progress toward meeting this goal, noting that 11 institutions exceeded 40 percent, and of those, seven exceeded 50 percent.

Chair Levine asked what strategies Florida Agricultural and Mechanical University (FAMU) was implementing to ensure more students complete their degrees in four years. Dr. Larry Robinson, President of FAMU, stated that FAMU was working on addressing the profile of students to improve four-year graduation rates and informed the committee that the university's current graduation rate reflects a long-term improvement from percentages below 20 percent.

Dr. England presented findings on university access rates, which refer to the percentage of students receiving Pell Grants. She stated that the percentage of Pell Grant recipients declined at some institutions, and four institutions showed minimal improvement. She noted that ten institutions met or exceeded the Board's strategic plan goal for this metric.

Dr. England then reviewed the three-year graduation rate for Florida College System (FCS) AA transfer students. She explained that this is a key performance indicator (KPI) in the Board's Strategic Plan and was approved as a PBF metric last year following changes made during the 2022 legislative session. Dr. England said the three-year graduation rate was more comprehensive because it included part-time and full-time transfer students. Additionally, she informed the committee that the three-year graduation rate increased at four institutions last year, and six institutions improved over the past three years. She also stated that four institutions exceeded the Board's Strategic Plan goal of 62 percent. Finally, Dr. England presented universities' proposed goals for the 2024 Academic Year, noting that while some institutions were adjusting some goals, overall, many planned to set the same goals for next year as those approved in the 2022 plans.

Chair Levine then recognized Ms. Emily Sikes, Assistant Vice Chancellor for Strategic Initiatives and Economic Development, to report on the KPIs in the 2023 accountability plans. Ms. Sikes provided some highlights from the KPI data, including the universities' accomplishments in increasing their research expenditures, improving graduation rates for Pell Grant recipients, and achieving higher percentages of bachelor's degrees awarded to African-American and Hispanic students.

Ms. Sikes presented four-year graduation rates for full-time, first-time-in-college students receiving Pell Grants. She pointed out that UF and FSU led the System on the percentage of Pell Grant recipients graduating in four years, despite having the lowest access rates. Governor Levine commended the preeminent institutions for their performance in this area.

Ms. Sikes recognized Florida International University (FIU), the University of Central Florida (UCF), and USF for their strong performance in increasing their four-year graduation rates for Pell Grant recipients, especially considering their high access rates. Ms. Sikes then compared four-year graduation rates between Pell Grant recipients and non-recipients. She emphasized that the System has improved graduation rates for both populations over the past five years and that, collectively, institutions have reduced the gap between these students by three percentage points in the last five years. Board Chair Brian Lamb commented that improving graduation rates and reducing the gap between Pell and non-Pell students was an outstanding achievement.

Ms. Sikes then discussed the percentage of bachelor's degrees awarded to African-American and Hispanic students. She pointed out that several institutions exceeded the Board's goal of 46 percent. Ms. Sikes said the percentage of degrees awarded to these students had increased at nearly all institutions over the last five years. She also reviewed the universities' proposed 2024 goals in teaching and learning, stating that institutions were proposing to lower 22 goals, raise 17 goals, and maintain most of their 2023 goals for 2024.

Board Chair Lamb asked Dr. Mike Martin, President of Florida Gulf Coast University (FGCU), to explain the university's proposal to lower four goals. President Martin reported that FGCU had areas where performance had plateaued, and consequently, the university had to reevaluate some of its goals.

Ms. Sikes concluded with a summary of the licensure exam pass rates for 2023. She remarked that most institutions met or exceeded the benchmarks for licensure exams. Ms. Sikes also reminded the committee that FAMU and Florida Atlantic University (FAU) submitted improvement plans in January for the areas where the universities were performing below the benchmarks by five or more points in last year's accountability plans. She confirmed that the two institutions were still implementing these plans.

Chair Levine asked if FAMU had any updates for the Board on licensure exam pass rates. President Robinson replied that all nursing graduates eventually passed the test last year. He also explained that in spring 2023, 29 students graduated from the program, but all 22 students who took the exam passed it.

Chair Levine then asked for FAU's update on its nursing plan. Ms. Stacy Volnick, President of FAU, stated that the university's pass rates were unacceptable, and the university's board of trustees met and approved an improvement plan, which was provided to the Board office. President Volnick remarked that FAU would remain

focused on providing better student support and more accountability for the nursing dean through more frequent progress reports.

Ms. Sikes transitioned to the preeminent research university metrics. She reminded the committee that the Board considers approval of updates to preeminent and emerging preeminent plans each year after a thorough review. Ms. Sikes said the legislature appropriated \$100 million for this initiative this year. She explained that FSU and UF met all twelve preeminence metrics and that while USF saw a slight decline in the freshman retention metric they still met the benchmarks for eleven metrics. Governor Hitchcock inquired how the preeminence metrics included national rankings. Ms. Sikes responded that the metrics were defined in statute and provided examples of rankings used in the appendix of the accountability plan.

Chair Levine then recognized Dr. England to present an overview of undergraduate enrollment. Dr. England noted in fall 2022, four institutions increased enrollment during the last five years. She also provided a detailed breakdown of enrollment information by subgroup, highlighting the eight percent decrease in FCS AA transfer student enrollment. She then clarified that while this trend reflected recent decreased enrollment at FCS institutions, early data suggested that this trend was reversing.

Dr. England stated most universities anticipated enrollment growth from increasing numbers of first-year students continuing for a second year, which was an early indicator of student success. She also reported that four institutions estimated an increased number of AA transfer students, despite this population's decline in the past two years.

Dr. England continued the presentation with institution performance highlights. She began with FAMU, noting that the institution had the highest one-year increase on the PBF metrics and a 26 percent growth in research expenditures. Dr. England reiterated the need to monitor FAMU's four-year graduation and licensure pass rates.

Dr. England proceeded with a summary of FAU's 2023 highlights. She explained that FAU saw improvement on most of the PBF metrics and met most of its goals. Dr. England commented on FAU's increased median wages for graduates, continued emphasis on programs in critical workforce areas, and increased research expenditures. However, she noted a decrease in FAU's percentage of first-year students who achieved a 2.0 GPA and enrolled the following year and a decline in the university's nursing licensure exam pass rates.

Dr. England then described Florida Gulf Coast University's (FGCU) performance for 2023, including improvement on most PBF metrics and meeting four individual goals. She shared that institution's graduates saw a ten percent increase in median wages, one of the highest in the System. Dr. England also recognized FGCU's continued improvement in the percentage of freshmen who achieved a 2.0 GPA and enrolled the following year and its high nursing licensure pass rates. She mentioned that FGCU's graduate degrees in Programs of Strategic Emphasis were an area of improvement.

Governor Oliva noted that many institutions saw an increase in median wages but inquired whether the data was adjusted for inflation. Dr. England responded that these were not adjusted for inflation and reflected raw numbers. Governor Oliva said that, as a result, median wages were stagnant. Vice Chair Silagy mentioned that the Board should look closer at this metric and adjust wages for inflation. Dr. England responded that Board staff would investigate this issue further.

Chair Levine seconded the importance of adjusting for inflation, given the consistent increases in median wages across all institutions. He suggested that Board staff analyze wage data before COVID-19 when inflation was about one to two percent. He also remarked that the Board wanted to assess the extent to which institutions better position their graduates for higher median wages, as opposed to median wages increasing due to inflation.

President Mike Martin provided more information on FGCU's performance on metric eight, the percentage of graduate degrees in programs of strategic emphasis. He explained that the number of graduates in these programs increased, but the institution also had a surge in demand for Master of Business Administration (MBA) and Master of Education degrees. He stated that, consequently, the numerator increased, but the denominator went up faster. President Martin said that FGCU's trends in this area were a response to market demand but also reiterated the increased number of graduate students earning degrees in Programs of Strategic Emphasis. President Martin expressed concern about decreasing the denominator to achieve a higher percentage for PBF metric eight.

Vice Chair Silagy congratulated FGCU for implementing their Student Success Plan and subsequent improvement on their PBF metrics. He asked President Martin if there was anything in particular that FGCU implemented that resulted in such quick improvement. President Martin responded that FGCU had and would continue recruiting students into fields needed in their local community. He explained that the university had developed relationships with businesses in the area that were driving MBA production.

Chair Levine encouraged universities to respond to local workforce needs and explained that the Board reviews PBF metrics to understand each institution's challenges and circumstances. Vice Chair Silagy echoed Chair Levine's comments, stating that the Board wants to encourage university presidents to remain responsive to local business needs.

Dr. England provided highlights from FIU's 2023 accountability plan, noting the university's improvement in four-year graduation rates over the past five years. She mentioned that Board staff would work closely with FIU on FCS AA transfer student enrollment, as the institution projects a decline in this subpopulation in the next five years.

Chair Levine noted that FIU had one of the lowest percentages of undergraduate students completing 15 hours and asked if there were plans to increase this number.

Florida International University President Dr. Kenneth Jessell explained that while the university focused on ensuring students take 30 credits per year, FIU has also allowed students to determine the best combination of hours for them. He provided an example of a student taking 12 credits for the fall and spring terms and six additional credits in the summer, a credit load that would not appear in the data for students completing 15 hours per term. President Jessell described this as the best combination for their students, adding that FIU's high percentage of Pell Grant recipients and those students aged 25 years or older who have to work may be unable to take a full 15-credit course load each term.

Dr. England summarized Florida Polytechnic University's (Florida Poly's) 2023 performance, highlighting the 11.1 percentage point increase in the percentage of freshmen who return with at least a 2.0 GPA the following year. She also recognized FPU as one of the few institutions in the System to increase its access rate for Pell Grant recipients, ensuring a quality education for this student population.

Vice Chair Silagy asked how Florida Poly's four-year graduation rate compared to other engineering students in the System. Dr. Randy Avent, President of FPU, clarified that all of Florida Poly's students were pursuing an engineering degree and that the institution's four-year graduation rate exceeded the average rate of peer institutions in the System. Vice Chair Silagy also asked about the four-year graduation rate at peer institutions like UF. Dr. England stated that an engineering degree at UF takes about four and a half years to obtain, sometimes due to students' desire to participate in multiple internships. Chair Levine reminded the committee that the Board previously discussed this situation and determined that the number of credit hours required for an engineering degree exceeded four years. President Avent stated that Florida Poly designed its degrees to accommodate a four-year timeline, although it requires careful orchestration of classes.

Vice Chair Silagy proposed further analysis of Florida Poly's graduation rate to compare the rate against those of comparable students. Chair Levine emphasized that this effort would be for the sole purpose of having comparative graduation rate information for Florida Poly. Vice Chair Silagy highlighted the importance of allowing enough time for students to participate in internships so that they become more employable, which ultimately benefits Florida businesses. Dr. Alex Cartwright, President of UCF, underscored the importance of growing engineering programs to meet Florida's current needs and attract companies.

Dr. England transitioned to FSU's 2023 accountability plan performance, noting that the university improved on half of its metrics and met most of its goals. She reported that FSU's graduation rates had increased for all students, including Pell Grant recipients and FCS AA transfer students. She also stated that the Board office would continue to monitor the institution's progress in improving access rates for Pell Grant recipients.

Governor Lydecker asked how FSU could maintain high four-year graduation rates considering the university's requirements for students to participate in experiential learning. Florida State University President Richard McCullough responded that the

institution structured programs to integrate experiential learning requirements, allowing for experiences such as capstone courses and internships. He also explained that FSU implements increased advising and other undergraduate initiatives to help ensure students are on track for timely graduation. Additionally, he provided context for FSU's access rate for Pell Grant students, explaining that access rates for this student population had declined nationally.

Mr. Mori Hosseini, UF's Board of Trustees Chair, stated that UF created a plan to invest \$25 million over five years to recruit Pell Grant recipients, but this conflicted with its efforts to have more selective admissions standards, which ultimately propelled them to a top five national ranking. Chair Levine expressed the need to explore access rates further to compare System and national rates and determine the number of Pell Grant recipients needed to reach the 30 percent System goal. Mr. Peter Collins, FSU's Board of Trustees Chair, commented that the 10 percent cap on out-of-state students hinders institutions' ability to recruit highly qualified students in this category, suggesting that a policy change could alleviate this issue.

Dr. England shared highlights for the New College of Florida (NCF), reporting that they improved on five PBF metrics and met five approved goals. She congratulated NCF for its highest reported four-year graduation rate to date and emphasized the university's recent enrollment growth. Dr. England also informed the committee that Board staff would continue monitoring the declining percentage of freshmen with at least a 2.0 GPA enrolled the following year and NCF's four-year graduation rate for Pell Grant recipients.

Governor Cerio asked New College of Florida President Richard Corcoran how the institution increased enrollment so quickly. President Corcoran responded that while other institutions were trying to achieve better performance in various areas, NCF was trying to stay in operation. He stated that recent administrative and governance changes at NCF resulted in fears of a rapid enrollment decline but assured the committee that the institution was working diligently to improve the campus and attract students. President Corcoran predicted its upcoming class would be the highest in NCF's history, but the institution needed to ensure its facilities could accommodate such growth. He informed the committee that the institution had problems with existing housing facilities due to water intrusion, poor air quality, and the unavailability of other amenities. President Corcoran suggested that the institution's goal of transforming into a classical liberal arts school will affect NCF's academic progress and, consequently, its four-year graduation rate.

Chair Levine recommended reevaluating NCF's accountability plan to ensure its goals coincide with its current conditions. Board Chair Lamb expressed that this approach had been taken in the past when institutions faced significant changes and stated that NCF's situation warranted similar treatment. Governor Michael voiced her concerns over the incoming 300 students' experience with temporary housing versus those with permanent housing. President Corcoran stated that the institution was compiling a housing plan for its Board of Trustees.

The remaining university highlights were not presented due to time constraints.

Chair Levine then requested a motion to approve the 2023 accountability plans for all the institutions except NCF. He proposed giving more time to NCF to work with the Chancellor and Board staff to reevaluate their goals for the next five years and present a revised plan to the Board at the August meeting. Board Chair Lamb inquired if this would create problems with the timelines for approving the accountability plans. Dr. England confirmed that the System Accountability Plan was due to the Governor and legislature by the end of the year and that the Board had time to proceed in this manner. Governor Michael made the motion to approve all of the accountability plans except for NCF's, Governor Hitchcock accepted the motion, and the motion passed.

Chair Levine requested a motion to approve the 2023 Preeminent State Research University Annual Status Updates for FSU, UF, and USF. Governor Hitchcock made the motion, Governor Michael seconded, and the motion passed.

4. Withdrawal of Amendment to Board of Governors Regulation 3.0075, Security of Data and Related Information Technology Sources

Chair Levine introduced the next item on the agenda, the request for withdrawal of amendment to Board of Governors Regulation 3.0075, Security of Data and Related Information Technology Sources. He reminded the committee that they approved an amended version of this regulation at the March meeting as an emergency regulation with immediate implementation. He explained that during the 2023 legislative session, Senate Bill 258, which requires the Department of Management Services to implement a statewide-restricted technology process, was passed and signed into law. He stated that the bill would go into effect July 1, 2023, and negated the need for the proposed amendment. Chair Levine recommended withdrawing the proposed amendment to Regulation 3.0075 and allowing the emergency regulation to expire on June 26, 2023.

Governor Michael made a motion to withdraw the amendment, Governor Hitchcock seconded the motion, and the motion passed.

5. Accreditation Update

Chair Levine introduced the next topic, an update on accreditation in the State University System. He reminded the committee that the legislature established section 1008.47, Florida Statutes, requiring the Board of Governors to identify and determine the accrediting agencies best suited to serve as an accreditor for the institutions in the State University System by September 1, 2022. Chair Levine added that the law specifies that in the year following reaffirmation or fifth-year review by the current accrediting agency, each institution must seek and obtain accreditation from an agency identified by the Board of Governors before its next reaffirmation or fifth-year review date so that each institution was required to make a one-time change in accreditors. He also informed the committee that UCF and Florida Poly were required to initiate this process. Chair Levine then recognized Dr. England to provide an update on this transition.

Dr. England indicated that UCF and Florida Poly had initiated the process to change accreditors with a request to the U.S. Department of Education (USDOE), which permits

the institutions to proceed. She indicated that both institutions received a letter from USDOE with follow-up questions, and UCF and Florida Poly were drafting a response. She added that the Academic and Student Affairs unit maintains regular contact with the accreditation liaisons at the institutions. Chair Levine remarked that institutions and accrediting bodies have expressed a mutual interest in proceeding with this transition, making room for a competitive model with the accrediting process.

6. Programs of Strategic Emphasis: 2023 Update

Chair Levine introduced the next item on the agenda, an update on the status of the 2023 review of the Programs of Strategic Emphasis. He explained that the Programs of Strategic Emphasis align the State University System's degree production goals with Florida's economic and workforce needs and were also included in the PBF Model. Chair Levine informed the committee that Board staff collaborated with key stakeholders to review the list of programs and the underlying methodology used to generate the list to ensure alignment with the workforce needs of Florida and the strategic goals of the Board. He then recognized Dr. England to provide an update on that process and present a proposed methodology and an initial draft Programs of Strategic Emphasis list for the committee's review and discussion.

Dr. England reiterated that Board staff worked with key stakeholders while developing the revised Programs of Strategic Emphasis list and indicated that their feedback has been overwhelmingly positive. She presented the main differences between the current and proposed methodologies used to develop the list, noting that the proposed methodology was driven entirely by gap analysis. Dr. England also explained that the proposed methodology primarily uses quantitative analysis to develop separate lists for bachelor's, master's, and doctoral degrees. She added that the proposed methodology includes an analysis of supply and demand gaps, median starting wages of at least \$40,000, and projected state workforce needs. Dr. England provided examples of occupations identified for all degree levels, which included 22 at the bachelor's level, 13 at the master's level, and 23 at the doctoral level. Dr. England then summarized the reduced number of programs on the proposed list for 2023, which includes 675 fewer programs. She informed the committee that institutions were providing feedback on the list, which Board staff would consider when finalizing the list for approval.

Board Chair Lamb invited the university presidents to add to the discussion on the revised list of Programs of Strategic Emphasis. President Cartwright suggested including an intermediate step of adding programs to the revised list that may require less documentation because of high local and regional demand or a consensus across the System that programs were growing in the state. Ms. Rhea Law, President of USF, stated that institutions offer programs unique to their communities. President Avent remarked that universities build programs in response to the Programs of Strategic Emphasis list and that changing programs every few years creates difficulties.

Chair Levine responded that while eliminating a program was challenging, workforce needs change rapidly, and the Programs of Strategic Emphasis need to be responsive to those changes. President Volnick suggested allowing more time for institutional

feedback because some programs existed to fulfill accreditation requirements, which should be considered. President Martin added that calculating this metric on a percentage basis may result in a high denominator, even though the numerator, or number of graduates, increases as institutions try to address regional needs. He suggested that the Board consider what they would like to measure with this metric.

Board Chair Lamb encouraged collaboration between Board staff and the universities as the list was refined. Dr. England emphasized that the revised list was intended to focus on planning and PBF dollars and should not be considered as a directive for institutions to close academic programs. She added that Tim Jones, the Senior Vice Chancellor for Finance and Administration and Chief Financial Officer, has a long-standing practice of accounting for changes to PBF metrics, which should alleviate concerns regarding PBF dollars.

7. Programs of Strategic Emphasis Tuition and Fee Waiver: Eligible Programs

Chair Levine introduced the final topic on the agenda, which was to consider the approval of adding two state-approved teacher preparation programs to the list of eligible programs for the Programs of Strategic Emphasis tuition and fee waiver. He reminded the committee that the Board had previously identified ten programs to qualify for this waiver but added that the legislature amended section 1009.26, Florida Statutes, to require the Board to select two state-approved teacher preparation programs for the waiver beginning in the 2023-24 academic year. He recognized Ms. Sikes to present the programs for the Board's consideration.

Ms. Sikes explained that Board staff compared the approved educator preparation programs published by the Florida Department of Education (FDOE) with the official State University System Academic Program Inventory. Ms. Sikes stated that this analysis resulted in three eligible education programs: Special Education & Teaching, Elementary Education & Teaching, and Music Teacher Education. She added that staff recommended that the committee consider the rankings published by the FDOE in the most recent Critical Teacher Shortage List when selecting the required teacher education programs. Ms. Sikes informed the committee that after completing this analysis, Board staff recommended two programs, Elementary Education and Special Education, to be eligible for the waiver. Ms. Sikes then provided the estimated fiscal impact of adding these programs to the waiver, ranging from \$16 million to \$20 million for the fall 2023 term.

Governor Michael asked whether universities would have to cover the waived tuition that exceeds the legislative incentive funding provided for the program. Ms. Sikes responded that the legislature provided \$38 million for the program this year and that Board staff worked with legislative staff to determine that amount.

Mr. Hosseini inquired whether this year's funds would cover the waived tuition. Chancellor Ray Rodrigues responded that the legislature believes the funds provided would cover the program, but Board staff have yet to conduct a study to confirm this. He added that Board staff could look closer at the full range of tuition waivers for

mandated programs compared to legislative appropriations allocated. Mr. Hosseini commented that it would be helpful for universities to have this information before the next legislative session.

Governor Michael expressed concern over the size of elementary education programs and the dollars required to pay faculty to supervise students in the programs, noting that waiving tuition would result in fewer dollars available to universities for this cost. Board Chair Lamb requested that Board staff study unfunded waivers to help inform the Board's future decisions.

Chair Levine entertained a motion to approve the two state-approved teacher preparation programs for the waiver beginning in the 2023-24 Academic Year as recommended by Board staff. Governor Hitchcock made a motion to approve these programs, Governor Frost seconded the motion, and the motion passed.

8. Concluding Remarks and Adjournment

Chair Levine concluded the meeting at 3:41 p.m.

Alan Levine, Chair

Tina Young, Director of Strategic Initiatives