

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
September 13, 2012**

**SUBJECT:** Further Consideration of University Work Plans

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**PROPOSED BOARD ACTION**

Provide universities with direction with regard to out-year portions of 2012-13 University Work Plans. Identify key system-wide issues as a result of Work Plan submissions. Consider Florida Agricultural and Mechanical University plan to increase retention and graduation rates, and to decrease student indebtedness.

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Article IX, Section 7, Florida Constitution; Subsection 1007.25(8), Florida Statutes; Board of Governors Regulation 2.002

**BACKGROUND INFORMATION**

Board Regulation 2.002 requires the development of University Work Plans. Work Plans, in conjunction with annual accountability reporting, are designed to inform strategic planning, budgeting, and other policy decisions for the State University System. Each University Work Plan is intended to reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs. The Work Plan outlines the university's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

At its June 19-20, 2012 meeting, the Committee considered for approval those portions of 2012 University Work Plans associated with the 2012-13 academic year. In addition, the Committee identified issues associated with out-year portions of University Work Plans that need further attention in the submission of next year's University Work Plans.

As a result of University Work Plan presentations, dialogue, and deliberations, staff prepared a list of issues that appear to be impacting multiple institutions across the State University System. Staff was further directed to provide a list of issues that had been raised for each institution during the course of presentations, dialogue, and

deliberations. In addition, Florida Agricultural and Mechanical University was directed to submit a plan and to make a presentation at the Committee's September 2012 meeting with regard to its strategies for improving retention and graduation rates, and for reducing student debt.

### **State University System Key Issues**

1. Improving retention and graduation rates. All but a few SUS institutions need to increase performance on these two key indicators, and all institutions need to articulate their plans for achieving aspirational goals, and identify the associated resources necessary to reach those goals.
2. Increasing STEM production. SUS Strategic Plan goals will not be realized at the current rate of degree production.
3. Reducing student debt. Several SUS institutions have high levels of student debt.
4. Academic Program duplication. Program duplication continues to be in evidence.
5. Excess hours. Per Board Regulation 7.003, all state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education will pay an excess hour fee, per the following schedule, for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled:
  - Entry prior to fall 2011: 50% of undergraduate tuition for each credit hour in excess of 120%
  - Entry in fall 2011: 100% percent of undergraduate tuition for each credit hour in excess of 115%
  - Entry in fall 2012: 100% of undergraduate tuition for each credit hour in excess of 110%

This policy, derived from Florida Statute, may have a significant impact on SUS students which could, in turn, impact enrollments, retention, and graduation rates.

### **Institution-specific Issues To Be Addressed In Future Work Plans**

#### University of Central Florida

- Retention and Graduation
  - A plan to raise its graduation rates, and to close the gap between 4-year and 6-year graduation rates.
- Enrollment and Growth
  - A plan to address the high student-faculty ratio.
  - A definitive long-term enrollment plan to the year 2025, with determinations as to the levels and types of growth expected (undergraduate, graduate, e-learning) and the programmatic areas in which growth is expected.

- Stem Production
  - A plan to increase STEM degree productivity at all levels.
- Academic Programs
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Public Health, a master's in Biomedical Engineering, a doctorate in Public Health, and a doctorate in Biomedical Engineering.

#### Florida International University

- Retention and Graduation
  - A plan to increase two-year transfer, four-year, and six-year graduation rates.
- STEM Production
  - A plan for increasing STEM degree production.
- Academic Programs
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Anthropology, a bachelor's in Interdisciplinary Studies, a bachelor's in Biochemistry, a (graduate level) Physician Assistant program, a doctorate in Administration of Justice, a doctorate in Linguistics, a doctorate in Mathematical Science, and a doctorate in Pharmacy.

#### University of West Florida

- Retention and Graduation
  - A plan to improve two-year transfer, four-year, and six-year graduation rates as well as retention rates.
- Enrollment and Growth
  - A plan for maintaining quality while substantially increasing enrollments at the undergraduate (FTIC) level.
- STEM Production
  - A plan to increase STEM production.
- Academic Programs
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Mechanical Engineering, a doctorate in Nursing Practice, and a doctorate in Physical Therapy.

#### Florida State University

- Resources
  - A plan for recruiting and retaining top-tier faculty, and ensuring that the University's research potential increases.

- Provision of timelines for invitation to the Association of American Universities, given scenarios of current, increased, and reduced funding.
- STEM Production
  - A plan for increasing STEM production.

#### University of Florida

- Research/Research Focus
  - A plan to address faculty hiring, with particular attention to hiring at appropriate levels in order to invest in building future research potential.
  - An identification of the strategic set of academic/research subdisciplines UF will target as priorities.

#### University of South Florida

- Resources/Research Focus
  - A plan and timeline associated with reaching AAU eligibility, given scenarios of current, increased, and reduced funding.
  - An identification of the most key areas of research at USF Tampa in which USF intends to invest resources.
- Retention and Graduation
  - A plan to increase graduation rates and to reduce the gap between four- and six-year graduation rates.
- Student Debt
  - A plan for reducing student debt.
- Academic Programs
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Marine Science (St. Petersburg campus), a bachelor's in Biology (Sarasota Manatee campus), a master's in Diplomacy and Strategic Studies (Tampa campus), a graduate level Physician Assistant program (Tampa campus), a master's in Accountancy (St. Petersburg campus), a master's in Non-Profit Leadership and Management (St. Petersburg campus), an Education Specialist degree in Special Education and English as a Second Language (St. Petersburg campus), a master's in Social Science Education (Sarasota Manatee campus), a doctorate in Cell and Molecular Biology (Tampa campus), a doctorate in Integrative Biology (Tampa Campus), and a doctorate in Rehabilitation Sciences (Tampa campus).

#### Florida Atlantic University

- Mission
  - A plan to reconcile the University's performance on key performance indicators at the undergraduate level with its focus on graduate education and research.

- Research Focus
  - A plan for reaching the goal of doubling funded research in five years.
- Academic Programs
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Environmental Education, a bachelor's in Environmental Engineering, a master's in Instructional Technology, a master's in Secondary Education, a master's in Educational Psychology, and a doctorate in Civil Engineering.

### New College of Florida

- Retention
  - A plan for increasing retention rates.
- Resources
  - A plan for addressing facilities issues.
  - A plan for reaching New College's goal of a six-year \$60M endowment-raising campaign.
- Academic Programs
  - A plan for maintaining New College's national, faculty-intensive reputation in light of the budget reductions that impact faculty hires.

### Florida Agricultural and Mechanical University

- Mission
  - A reprioritization of Work Plan Goals to reflect a commitment to improve undergraduate key performance indicators.
- Retention and graduation
  - A detailed plan for improving retention and graduation rates.
- Enrollment and Growth
  - A plan for reducing the number of profile admits, and/or for increasing their graduation rates; consideration of a plan for directing more potential profile admit students to the Florida College System.
- Student Dept
  - A plan for reducing student debt.
- Academic Programs
  - A reconsideration of graduate program expansion until such time as performance on undergraduate key performance indicators are at an acceptable level.
  - Removal of a Doctor of Dental Medicine from the University's Work Plan.
  - A plan for increasing passage rates in Physical Therapy, Occupational Therapy, and Law.
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Food Sciences, a bachelor's in Digital Media, a bachelor's in

Health and Fitness, a master's in Biomedical Sciences, a master's in Health Informatics, a master's in Golf Management, a doctorate in Chemistry, a doctorate in Nursing Practice, and a doctorate in Public Health.

University of North Florida

- Academic Programs
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a master's in Environmental Management, a master's in International Affairs, and a master's in Social Work.

Florida Gulf Coast University

- Academic Programs
  - Reconsideration of potential programs for implementation, based on their duplicating programs at other SUS institutions. These include a bachelor's in Digital Media Design, and a doctorate in Nursing Practice.
  - A plan to ensure that programs performing at lower than national/state benchmarks on licensure passage rates perform at an appropriate level.

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**Supporting Documentation Included:**

To be provided