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 STATE UNIVERSITY SYSTEM OF FLORIDA
 BOARD OF GOVERNORS
 NEW COLLEGE OF FLORIDA
 SARASOTA, FL
 January 27, 2021

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 and its Committees are accessible at <http://www.flbog.edu/>.*

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1. Call to Order

On January 27, 2021, Chair Sydney Kitson convened the meeting at 2:30 p.m. with the following members present and answering roll call: Vice Chair Brian Lamb; Aubrey Edge; Patricia Frost; Ed Haddock; Ken Jones; Darlene Jordan; Alan Levine; Charles Lydecker; Ally Schneider; Steve Scott; William Self and Eric Silagy.

2. Chair's Report to the Board of Governors and Remarks on the State of the System

Chair Kitson thanked members of the Board and universities for joining the meeting. He then thanked President O'Shea, New College of Florida Board of Trustee Chair Ruiz, and the New College of Florida staff for holding the meeting. He then called on President O'Shea and Chair Ruiz to say a few words.

President O'Shea thanked Chair Kitson, the Board members, and Chancellor Criser for coming and stated he was thrilled to host the meeting at New College. President O'Shea wished the members could tour the campus to see what has been made possible thanks to the Board of Governors. New College is the State University System's smallest college; but they are working to grow. He explained 90% of students who attend New College intend to go to a graduate or a professional school and 80% do so within three years. President O'Shea stated the largest major is computer science; with 16% of graduates pursuing a Ph.D. in science and engineering after graduation, which is the highest percentage in any public institution. He addressed President Fuchs and Provost Glover and expressed excitement about the new Artificial Intelligence initiative the University of Florida has extended to the other institutions. New College then played a video featuring students and faculty at the institution.

In the State of the System address, Chair Kitson said one of his main goals last year was to encourage universities to work together as a System; to benefit from each other's experiences, knowledge, successes, and lessons learned. When the pandemic hit, he had never been prouder to be a part of any team, anywhere, at any time. The incredible minds and great leaders have thoughtfully and methodically worked through countless issues and strategically found solutions that not only benefitted the students and faculty, but the entire state. The real impact of COVID-19 started last spring when the reality of the seriousness of the virus began to unfold. Difficult decisions were made to send students home after spring break and have them finish their classes online.

He believes Florida's students are fortunate to have a university system with a mature and nationally ranked online educational delivery system. Florida is a leader in distance learning, ranking second in the nation in the number of students enrolled in distance learning courses in public universities. He recognized the Board of Governors for the foresight in approving a Strategic Plan for Online Education in 2015. As a result, with the infrastructure, resources, and the efforts of faculty, the universities were able to react quickly to convert nearly 50,000 on-campus courses to 100% remote delivery for much of the spring semester. Once the spring semester concluded, a difficult decision was made to continue remote learning through the summer and turn our attention to implementing safety measures for the campuses in the fall semester.

Chair Kitson established a Task Force to plan for the fall semester and involved all university presidents and board chairs in weekly virtual meetings to collectively discuss the challenges and to create a *Blueprint for Reopening*. Each university then established its own task force to develop a distinctive re-opening plan with clear policies and procedures to deliver academic programs and student services within a safe environment. In June 2020, the Board reviewed and approved each university plan and, as a result, on-campus, hybrid, and online classes were offered during the fall semester.

Chair Kitson applauded Florida Surgeon General Scott Rivkees for providing advice in the weekly meetings, updates on the status of the virus, and offering mitigation strategies to the universities. He thanked Dr. Rivkees for his leadership.

Chair Kitson explained the key to a successful fall semester was preparation. Along with COVID-19, there was also the possibility of hurricanes and the added potential for civil unrest. He noted the first month of the fall semester was rocky, but because of the preparation, careful planning, and leadership displayed by each of the universities, the fall semester was a success. He thanked everyone involved for their tireless efforts.

He stressed that during such a difficult time, the universities reached out to communities throughout the state to volunteer their expertise, services, and support in areas including medicine and health care, research, businesses management, and hospitality. In his weekly update to the Board, he provided dozens of examples of the universities partnering with communities that continue to this day.

Chair Kitson recounted that while dealing with the deadly pandemic, a movement swept across the country shining a light on racial inequality. He reiterated the State University System's enduring commitment to providing equal access and equal opportunities to all individuals, regardless of race, sex, religion, and nationality and its continued commitment to addressing ongoing societal problems. At the outset of social unrest that occurred around the country during the summer of 2020, he established a system-wide workgroup on Diversity, Equity, and Inclusion. This

workgroup, led by Vice Chair Brian Lamb, produced a report with strategic priorities that expresses a clear commitment to prioritize and support diversity, equity, and inclusion in the System. Chair Kitson emphasized the Board will hold each university accountable for these policies, programs, and actions, and looks forward to seeing significant engagement by the faculty, staff, and students during the coming year.

Chair Kitson then took a moment to acknowledge the disturbing events of January 6th in Washington D.C. Like all Americans, he was both angered and saddened by the assault on the United States Capitol. He stated the acts of violence were a direct attack on our democracy, and regardless of motives and rationale by those involved, the lawlessness cannot be ignored. He declared our democracy is strong and resilient, and will emerge from the event more committed than ever. However, there should be no doubt that it is time for all citizens to come together to peacefully address the growing polarization and aggressive responses to differences of opinions that are now prevalent in our society.

He believes the State University System is a powerful and influential voice in Florida, consisting of institutions that have long respected differing viewpoints and opinions. Individuals come to the institutions from 189 countries and all 50 states and each contribute to their campus with a unique heritage, perspective, and set of experiences. In his view, differences of opinion provide the foundation for understanding, learning, and growth, and it's how we make each other better. This is a core value in Florida, reflected in the Statement on Free Expression that was adopted by all 12 state universities in April 2019 to support and encourage full and open discourse and the robust exchange of ideas and perspectives on university campuses. Chair Kitson tasked Governor Cerio with taking on this important issue through the Strategic Planning Committee to provide a series of recommendations and an action plan on how we can better encourage a diversity of thought and dialogue.

In his prior State of the System address, Chair Kitson emphasized the critical importance of student success, affordability, and research. Since then, the universities have continued to respond to these priorities with performance and productivity. The State of Florida continues to be nationally recognized as having the #1 Public Postsecondary System in the country by *U.S. News & World Report*. Florida now has five public institutions ranked in the Top 100 for public universities, which is the fourth most in the country, including the University of Florida at No. 6, Florida State at no. 19, the University of South Florida at No. 46, the University of Central Florida at No. 77, and Florida International University at No. 95. Additionally, Florida A&M University has been recognized as the No.1 HBCU in the United States. He said the other six universities should be equally proud as they continue to climb in both rankings and student success.

Chair Kitson recounted the launch of a dashboard on the Board's homepage in September called the SCOREBOARD, which provides information on the universities' performance on a series of metrics such as graduation rates, college

affordability, and other areas of strategic emphasis. He believes accountability is key to the System's rise in national prominence, and that the state's investment in performance-funding has provided the tools necessary for that success.

During the coming year, there will be a continued focus on the three Pillars of Excellence: Performance-based Funding, Preeminence, and Universities of Distinction, all of which provide direct investments back into the state's economy. Chair Kitson remarked on the incredible success of Performance-based funding as evidenced by significant improvements in the key metrics of retention, graduation rates, degree production, and affordability. Preeminence/ National Ranking funding has likewise produced significant improvement in the national rankings of the three preeminent universities, each of which are committed to improving their rankings and national stature. The Universities of Distinction program focuses on the non-preeminent universities. This program provides critical funding for these universities to target resources to existing programs that address workforce needs and which strengthens the programs' quality and productivity, enabling the universities to achieve excellence at state and national levels.

As national student debt continues to rise, the universities are providing baccalaureate degree programs at less than \$10,000 and remain committed to facilitating students' access to all available financial assistance programs. Importantly, each year since 2015, there has been a decline in the number of students taking loans at universities across the system.

Chair Kitson thanked Governor DeSantis and the Legislature for providing the funding as a catalyst for this success. While the economies of every nation and every state have been significantly affected by the pandemic, the Florida Chamber of Commerce, the Florida Council of 100, as well as other business organizations, have confirmed the criticality of State University System to the post-COVID recovery of Florida's economy. He pledged to work hand in hand with the Governor, the Legislature, and the business community to provide the resources and knowledge to help Florida lead the nation in the recovery. Chair Kitson emphasized the importance of adapting degree programs to better align with current and projected employment demands.

Chair Kitson reported the Board's new Task Force on Academic and Workforce Alignment, chaired by Governor Silagy, has worked to evaluate the economic impacts of the pandemic on Florida's workforce, identify urgent demands and gaps that must be filled, and explore ways to better connect with employers and businesses. The Task Force has also been examining how the state universities have adapted and expanded their services to students and employers in response to the COVID-19 pandemic. Moving forward, as the State's economy rises up from the effects of the pandemic, university-business partnerships will be an important focus of the state universities' mission, and a priority for the Board.

Chair Kitson indicated that research across the System, another key priority of the Board, has attained over \$400M in research expenditures, which has yielded a \$7 billion impact on Florida's economy.

Chair Kitson thanked Governor DeSantis, Speaker Sprowls, President Simpson, and the Florida Legislature for their unwavering support for the State University System. He then thanked each of the Board members for their leadership and commitment to the university system. He thanked the members of the university boards of trustees, presidents, faculty, and staff for the incredible past year. Over the past year, he has had the opportunity to get to know everyone, and it has been an honor and privilege to have worked with them. He then thanked Chancellor Criser for his guidance and the Board staff for their never-ending volume of high-quality work.

Most importantly, Chair Kitson expressed his appreciation to the students. Last March, when the universities began to deliver only online classes, students adapted and kept moving forward. He said that unlike many other state systems, a vast majority of students supported the administrative health and safety protocols required to combat the virus, even though the policies drastically changed how students took classes, studied, socialized, and lived on campus. He said students accepted the restrictions as a shared responsibility for pursuing their degree and many became active monitors on their campus to enforce the protocols.

In closing, Chair Kitson expressed his belief that the System has grown stronger in the past year because of laser-like planning and the implementation of innovative academic delivery models and strategies to keep their communities healthy. He is confident the universities will continue to support and expand Florida's economy with research, innovation, and quality graduates who will provide the workforce talent needed for the state's businesses to recover and grow as we lead the nation in a post-COVID world.

3. Recognition of Outgoing Governor Norman Tripp

Chair Kitson welcomed Mr. Ken Jones to the Board of Governors, who is the founder and CEO of Third Lake Capital. Mr. Jones is also an active member for numerous portfolio companies and serves on various fund advisory committees for firms such as KKR, Goldman Sachs, Argand Partners, and many others. Mr. Jones also served as chief legal counsel and deputy chief of staff for former U.S. Senate Majority Leader Trent Lott and the Senate Rules and Administration Committee.

Mr. Jones thanked Chair Kitson and the Board Members for the recognition and the hospitality since joining the Board. He thanked Chancellor Criser and the Board staff for their help from day one. He shared his excitement to be on the Board, especially as a product of public education, and to be able to contribute over the next 7 years.

Chair Kitson then welcomed Mr. Ed Haddock to the Board, who is the principal and Co-Chairman/ CEO of Full Sail University, Orlando/ Winter Park. Mr. Haddock'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.

Mr. Haddock stated it is a privilege to serve on the Board and that he has admired the State University System over a period of time. He indicated he was impressed to learn how far the System has excelled in postsecondary education in Florida, and that it is an honor to be on the Board.

Chair Kitson then thanked outgoing Board Member Mr. Norman Tripp for his dedicated service to the Board and his ongoing contributions to the State University System. Chair Kitson described Mr. Tripp as being a voice for students across all of the universities and a great mentor with endless contributions. Chair Kitson stated that Mr. Tripp served with passion and was extremely focused on the students throughout his tenure on the Board.

Ms. Vikki Shirley, the Board's General Counsel and Corporate Secretary, read the resolution honoring Mr. Tripp. The resolution was adopted unanimously by the Board upon a motion by Mr. Levine and seconded by Mr. Silagy.

4. Chancellor's Report and Board Self-Evaluation Survey

Chancellor Criser presented the item on the Board Self-Evaluation Survey. The Southern Association of Colleges and Schools, which is the accrediting body for the twelve institutions, requires governing boards to define and evaluate the responsibilities and expectations as a Board and requires that we conduct that survey every two years. He informed members that an electronic survey would be sent this year and he asked for members to complete the surveys by mid-February so he can report the results to members at the March meeting.

Chancellor Criser expressed gratitude to the Presidents and the Board Chairs who have worked collaboratively throughout the COVID pandemic and for their continued efforts in the foreseeable future. He noted that while we accepted the challenge last summer of the 6% budgetary holdback the state needed to deal with the COVID pandemic, the universities enrolled 13,500 more students than the prior summer, and delivered 152,000 more credits to students as compared to the prior summer. Over the past fall, nearly 6,500 more students enrolled as compared to the fall semester a year ago, and about 55,000 more credit hours were delivered during the fall 2020 semester.

Chancellor Criser acknowledged this is a time when students and families have been challenged, but many of them have taken advantage of what the System has to offer to pursue their education, and in some ways, to accelerate their passageway

to graduation. He believes had a similar pandemic happened a decade ago, there would have been no other alternative than to stop. However, the State University System has continued to move forward and this spring, much focus will be on increasing the number of opportunities for students to be in the classroom and to earn credits in whatever manner they find the most beneficial.

5. Public Comment

No requests for public comment were received.

6. Confirmation of Reappointment of the President for the Florida Agricultural & Mechanical University

Chair Kitson said the Florida Agricultural & Mechanical University Board of Trustees approved an amendment to Dr. Larry Robinson's employment contract which extended the term through December 31, 2021. Mr. Kelvin Lawson, Chair of the Florida Agricultural & Mechanical University Board of Trustees, submitted a request for confirmation of Dr. Robinson's reappointment. Chair Kitson recognized Mr. Lawson.

Mr. Lawson discussed the significant strides the university has made under Dr. Robinson's leadership such as achieving the university's highest performance-based funding model score in 2020, and confirmation of the university's reaccreditation for ten years by the Southern Association of Colleges and Schools in 2018 with no recommendations. FAMU was also named one of twelve members of the 2020 class of Excellence in Assessment designees which recognizes efforts to advance student success outcomes. FAMU established 2+2 Articulation agreements with eighteen Florida College System institutions and secured funds through a United States Department of Education HBCU capital financing program to construct a much-needed 700-bed residence hall as well as legislative funding to complete the Center for Access and Student Success. The university also expanded partnerships with Bank of America, Chevron, Dow Incorporated, Microsoft, Southern Glazer, and other corporations to provide internships and jobs for graduates in areas of critical need.

Mr. Lawson applauded Dr. Robinson for elevating FAMU as a leader in response to the COVID-19 pandemic. Close to 230,000 tests have been administered at FAMU's Bragg Memorial Stadium COVID-19 test site, which is the largest free site of its kind in the area. FAMU is also on track towards reaching its goal of being included in the top 100 public universities. FAMU is currently ranked #117, up from #123 just a year ago. Finally, under President Robinson's leadership, FAMU is the highest ranked public HBCU in the nation. This is the second consecutive year FAMU has achieved this recognition by U.S. News and World Reports.

Mr. Lawson assured members of the FAMU Board of Trustees' confidence in Dr. Robinson's leadership and believes the university will continue on the path of

realizing its vision of being recognized as a premiere, land-grant, doctoral research university that produces globally competitive graduates. With that, Chair Lawson presented Dr. Robinson's 2021 extension to his employment agreement to the Board for their consideration and approval.

Mr. Levine commented at the time Dr. Robinson became President, the university was undergoing a tumultuous period and a leader was needed to stabilize the university to move it forward. Mr. Levine explained his vote is also a vote of confidence for Chair Lawson who stepped into the role when things were very difficult for the university. Mr. Levine noted it wasn't easy, but no excuses were made, and new leadership brought about change. He congratulated Dr. Robinson on the efforts that have been made to rebuild the relationship between the university and the Board of Governors.

Hearing no questions, Chair Kitson called for a motion. Mr. Levine moved approval of the confirmation of Dr. Robinson's reappointment as the President of the Florida Agricultural & Mechanical University. Mr. Lamb seconded the motion, and the members concurred unanimously.

Chair Kitson congratulated Dr. Robinson on his reappointment and asked if he'd like to make any remarks. Dr. Robinson thanked the Board for their confidence in him and he thanked Chair Lawson for his leadership and the FAMU Board of Trustees as a whole. He attributed his accomplishments to his team and thanked his colleagues in the State University System for their support.

7. Presidential Search Update

A. Florida State University

Chair Kitson called on Mr. Eric Silagy to provide an update of the presidential search for Florida State University. Mr. Silagy said the search committee has met on a regular basis and most recently met last month. The search firm of Storbeck and Pimentel has been retained and the initial response in the marketplace has been strong, even though official documentation has not yet been released.

A formal position profile and an official advertisement is now being developed. As part of the development process, a series of listening sessions is being conducted with key constituents and stakeholders such as faculty, undergraduate students, deans, alumni, and key boosters that will assist the committee with finalizing the advertisements for the position as well as for the profile, which will be distributed shortly. Mr. Silagy stated the next meeting is scheduled for February 12, 2021.

B. New College of Florida

Chair Kitson called on Mr. Alan Levine to provide an update on the New College of Florida presidential search. Mr. Levine commended Chair Mary Ruiz for doing a phenomenal job leading the search. He indicated they are running on a very compressed schedule, trying to get the process completed so the new president can get started by July. Listening sessions have been held and there has been work on the development of the position profile and marketing materials. He expects there to be much interest in this position as Dr. O'Shea has left a legacy that will attract great candidates. He advised they are moving quickly so they can interview viable applicants in February or March.

Chair Kitson thanked Mr. Silagy and Mr. Levine for their time and effort being put into these processes.

8. Consent Agenda Items

Mr. Jones moved approval of the slate of items on the Consent Agenda. Mr. Lydecker seconded the motion, and the members concurred unanimously.

9. Concluding Remarks and Adjournment

Chair Kitson announced the next meeting of the Board will be held on February 24, 2021 via conference call, and the next in-person meeting is scheduled for March 23 at FAMU. The plan is for the meeting to be conducted in-person and for members who are unable to attend in-person to use a virtual platform, with more information to follow. Having no further business, the meeting was adjourned at 3:19 p.m. on January 27, 2021.

Sydney Kitson, Chair

Vikki Shirley,
Corporate Secretary