

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
June 11-12, 2019

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

1. Call to Order and Opening Remarks

Governor Syd Kitson convened the meeting on June 11, 2019, at 1:11 p.m. with the following members present: Governors Cerio, Felton, Lamb, Levine, and Scott. A quorum was established.

2. Minutes of March 27, 2019, Committee Meeting

Governor Kitson called for a motion to approve the minutes of the March 27, 2019, Committee meeting. Governor Felton moved to approve the minutes, Governor Lamb seconded the motion, and the motion carried unanimously.

3. 2019 Accountability Plans

Governor Kitson said that the next item on the Committee's agenda was to consider for approval the 2019 university accountability plans. He noted that the plans indicate progress and projections on critical performance metrics and key initiatives and the extent to which they will contribute to overall system goals.

Governor Kitson said that each institution would make brief presentations, followed by questions and comments from the Committee. He indicated that each accountability plan would be voted on separately. Governor Kitson reminded the Committee and the institutions that approval of an accountability plan does not constitute approval of any sections of the plan that require additional regulatory or procedural review or approval pursuant to law or Board regulations.

Governor Kitson directed the Committee's attention to a table displaying the performance by 11 institutions on the ten performance-based funding metrics. He explained that Florida Polytechnic University does not yet participate in performance-based funding. Governor Kitson focused on a few highlights. These included that all 11 institutions met their approved goals for average cost to students and that the system

average declined from \$13,760 to \$9,400, a 32% decrease. Governor Kitson indicated that ten institutions met their approved goals for the percentage of undergraduates with a Pell grant and the percentage of bachelor's degrees awarded without excess hours. Governor Kitson said he was pleased to report that nine institutions met their four-year graduation rate goals and that the system's four-year graduation rate has increased from 49.6% to 52.6%. He indicated, however, that there was still room for improvement.

Governor Kitson said that accountability plans also contain enrollment projections. He reminded members that at its March meeting, the Committee emphasized that maintaining quality is the system's most important goal, recognizing that quality and performance are linked. Governor Kitson then provided a graphic displaying four-year graduation rate performance and educational space capacity. He asked that the Committee keep the graphic in mind as it considers enrollment plans.

A. University of West Florida

Governor Kitson called on President Martha Saunders to present the University of West Florida (UWF) 2019 Accountability Plan. After her presentation, Governor Kitson invited questions and comments.

Governor Kitson congratulated UWF on its performance points increase. That said, he noted that challenges remained in key performance areas.

Governor Cerio also congratulated UWF on its performance increases. He inquired as to UWF's plans for growing enrollment, especially as the university works to increase graduation rates. In that context, he noted UWF's critical deferred maintenance issues. President Saunders responded that UWF was concerned with its deferred maintenance issues. She pointed out, however, that much of UWF's growth will be online.

Chair Darlene Jordan entered the meeting at 1:30. She noted that UWF's academic progress rate increased by almost 5% from the previous year and asked whether there are best practices that the university can share with other institutions. President Saunders said that communication with students has increased across the entire campus. President Saunders also noted that assisting students to develop an academic plan was the key to success and that tools for students to more easily communicate with advisors are now in place.

Governor Tripp asked what it would take for UWF to reach its four-year graduation rate goal of 45% for the 2018-22 cohort. President Saunders said that, while she is pleased with UWF's progress, an infusion of funds will be necessary to see more than incremental increases.

Board Chair Lautenbach suggested that UWF should consider keeping its enrollment flat until graduation rates improve. President Saunders agreed, indicating that enrollment growth will not be substantial.

There being no further questions or comments, Governor Kitson entertained a motion to approve the University of West Florida 2019 Accountability Plan, excluding those sections that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

B. Florida Agricultural and Mechanical University

Chair Jordan called on President Robinson to present the Florida Agricultural and Mechanical University (FAMU) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Cerio expressed his concern that FAMU missed its law examination pass rate goal by approximately 26% and its pharmacy pass rate goal by 10%. President Robinson said that the pharmacy program had hired a new dean and that the curriculum has been revised, admissions criteria have been increased, and students now have more access to test preparation materials. Dr. Robinson said that law has a very similar plan and noted that a national search for a new dean is underway. Governor Cerio suggested that FAMU reach out to other institutions to learn about best practices.

Governor Levine asked why FAMU listed a Doctor of Nursing Practice for potential implementation, noting that the market was demanding more bedside practicing nurses. Dr. Robinson indicated that the Doctor of Nursing Practice was not a high priority at present.

Governor Levine also noted that FAMU is ranked number nine for all Historically Black Colleges and Universities (HBCU). He asked what it would take for FAMU to become a top-five HBCU. President Robinson noted that for several years, FAMU had been ranked as the best public HBCU. He said that FAMU's research portfolio and its performance on key metric indicators need to increase to reach a top-five designation among all HCBUs.

Governor Cerio remarked that many FAMU students incur large amounts of debt. He also noted that FAMU is expecting to admit more students while increasing its academic progress rate, resulting in a larger student population. He asked whether FAMU is concerned that as enrollment increases, the necessary financial aid will be available to offset student debt. President Robinson indicated that institutional funding is being used to provide students from low- and middle-income brackets assistance in

closing the debt gap. Chair Jordan echoed Governor Cerio's concern. She asked FAMU to return in August and present a plan to address student debt and financial aid.

Governor Tripp commended President Robinson for the priority FAMU has placed on establishing pathway agreements with Florida College System institutions. Dr. Robinson said that FAMU currently has 15 agreements.

Governor Kitson noted that FAMU went from 72 to 70 performance points this year. He said that FAMU has work to do and that if performance stays the same or decreases a student success plan will be required.

There being no further questions or comments, Chair Jordan entertained a motion to approve the Florida Agricultural and Mechanical University 2019 Accountability Plan, excluding those sections that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the Plan. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

C. New College of Florida

Chair Jordan called on President Donal O'Shea to present the New College of Florida 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Scott commended New College for having a low cost to degree. He asked how New College's success can be leveraged to make additional improvements. President O'Shea indicated that the New College Foundation had raised \$935,000 for scholarships, which should convert more applicants to admitted students who will then remain at New College. He noted that substantially increasing scholarships was a function of the priorities established by their foundation.

Governor Tripp inquired further as to the challenges associated with raising academic progress rates. President O'Shea responded that many students enrolling at New College are not used to the rigor of the curriculum. As an example, he said that many New College students are not prepared to read 300 pages a week. He indicated that New College is putting more resources into academic counseling.

There being no further questions or comments, Chair Jordan entertained a motion to approve the New College of Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Felton, seconded by Governor Lamb, and the motion carried unanimously.

D. Florida State University

Chair Jordan called on President John Thrasher to present the Florida State University (FSU) 2019 Accountability Plan and the FSU Preeminent State Research University Annual Status Update. Following his presentation, Chair Jordan invited questions and comments.

Board members commended FSU's gains in four-year graduation rates, research expenditures, endowment size, and time to degree for students in 120 hour degree programs. President Thrasher provided examples of several coordinated strategies used by FSU. These included traditional academic counseling, predictive analytics, peer counseling, and reconfigurations of dormitory space to induce peer study groups. He made it clear that student health is also a priority because it has a direct correlation to student performance.

Board Chair Lautenbach asked whether faculty have bought into the importance of metric performance and student success. President Thrasher said that they have. As an example, he noted that mathematics faculty are meeting on Saturdays to redesign the curriculum. President Thrasher stressed that metric performance must become part of the institution's entire culture. Board Chair Lautenbach said that other SUS institutions would do well to visit FSU to take away best practices.

When asked what FSU needs to increase its national ranking, President Thrasher emphatically stated that more faculty are needed. He said it was important that the entire system worked together to educate the Legislature as to the importance of higher education.

Some Committee members expressed concern that FSU proposed to lower its out-year goals for the percentage of bachelor's graduates enrolled or employed. President Thrasher said that FSU is well aware that its goal was not met, and that aggressive efforts are being made to move students onto career paths more quickly. He indicated that the reason the goal was being proposed to be lowered is that it would be a more realistic reflection of what FSU can accomplish. Chair Jordan responded that the Board wants to see the system's institutions maintain high goals, even if they are considered stretch goals. She said that the Board is disinclined to approve reduced goals and that she would prefer that FSU keep the original goals. President Thrasher agreed.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the Florida State University 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan as amended to restore the

prior year goals for performance-based funding metric one. A motion was made by Governor Lamb, seconded by Governor Cerio, and the motion carried unanimously.

Second, Chair Jordan entertained a motion to approve Florida State University's Preeminent State Research University Annual Status Update. A motion was made by Governor Scott, seconded by Governor Lamb, and the motion carried unanimously.

E. Florida Atlantic University

Chair Jordan called on President Kelly to present the Florida Atlantic University (FAU) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Felton asked about FAU's academic progress rate, noting that it missed its latest goal and that out-year goals were proposed to be lowered. Governor Felton stressed the goal's criticality if FAU is to become a top 100 institution. Dr. Bret Danilowicz, Provost and Vice President for Academic Affairs said that lowered goals were more realistic than the previously approved goals, but that the university strives to beat them every year. Dr. Danilowicz mentioned that one initiative to address this metric is that beginning this year 30 faculty and 30 graduate teaching assistants will participate in a year-long program developed by the Association of Colleges and Universities and Educators to make faculty better teachers. He also mentioned that academic affairs is partnering with the Division of Student Affairs to address this issue. Dr. Corey King, Vice President for Student Affairs, said that FAU identifies pockets of students in residence halls who are not doing well academically. Students are provided with on-site tutors, and dormitory lounges are converted into study spaces. He said that this brings face-to-face tutoring directly to students with academic difficulty.

Governor Lamb noted that the number of FAU's undergraduate bachelor's degrees awarded in programs of strategic emphasis has declined for four straight years. Dr. Danilowicz responded that FAU's Jupiter Campus has one of the top seven honors programs in the nation, graduating about 100 students a year. Dr. Danilowicz indicated that those students are currently graduating with a liberal arts and sciences degree, even though 70% of the students get all the requirements for a STEM degree. Dr. Danilowicz said that FAU intends to modify an existing program so that, with minimal curricular adjustment, students will graduate with STEM degrees.

Dr. Danilowicz also identified newly implemented STEM degrees. In particular, he pointed to a new degree in health sciences. He said that the program's enrollment is quite large and that it will produce graduates within the next two years.

There being no further questions or comments, Chair Jordan entertained a motion to approve the Florida Atlantic University 2019 Accountability Plan excluding those

sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Lamb, seconded by Governor Felton, and the motion carried unanimously.

F. University of South Florida

Chair Jordan called on President Judy Genshaft to present the University of South Florida (USF) 2019 Accountability Plan and USF's Preeminent State Research University Annual Status Update. Following her presentation, Chair Jordan invited questions and comments.

Governor Kitson commended USF for its gains in performance-based funding metrics. He then asked whether USF intends to reduce enrollments on its branch campuses. Provost Ralph Wilcox said that USF intends to increase enrollment by 8% over four years at the undergraduate-level across all three campuses providing that graduation and retention rates were sustained or even improved at the branch campuses. Dr. Wilcox indicated that some of the growth would be a result of increasing retention.

Governor Kitson asked whether USF is reaching out to business and industry to identify workforce needs. Provost Wilcox said constant communication is taking place through community advisory boards located in each of USF's colleges.

Comparing USF to other institutions nationally, Governor Levine commended USF for its gains in research expenditures. He said that the State University System as a whole needed to do a better job of marketing its capability to handle major research funding opportunities.

Governor Silagy asked why USF proposed to lower four-year graduation rate goals. Provost Wilcox said that it was a reflection of disappointing retention performance at the branch campuses. He noted, however, that in fall 2018, admissions criteria will be standardized and increased across all campuses. Governor Lamb mentioned that similar to the conversation with FSU, he would like to see the gap (reduction in goals) closed.

Governor Felton noted that the passage rate goal for pharmacy was not met and that rates have declined over the last several years. Provost Wilcox said that the current rate is unacceptable. He indicated that USF had invested significantly in test preparation, admissions standards have increased, and the curriculum has been revised.

Governor Lamb asked about the university's aspirational goals. Both President Genshaft and incoming President Currall mentioned that a Top 25 status among public research universities and membership in the Association of American Universities are

two of the university's long-term goals. Board Chair Lautenbach indicated that he would like to see USF become a member of the Association of American Universities (AAU) within the next five years.

Governor Cerio asked whether USF had concerns that consolidation will impact the university's preeminence status. President Genshaft responded that USF remained convinced that it was on the right trajectory and that consolidation was the right thing to do.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the University of South Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan as amended to restore the prior year goals for performance-based funding metric four for the 2015-2019 and 2017-2021 cohorts. A motion was made by Governor Lamb, seconded by Governor Cerio, and the motion carried unanimously.

Secondly, Chair Jordan entertained a motion to approve the University of South Florida's Preeminent State Research University Annual Status Update. A motion was made by Governor Scott, seconded by Governor Lamb, and the motion carried unanimously.

4. Florida International University 2025 Strategic Plan

Chair Jordan indicated that the Committee would pause in its consideration of accountability plans to consider approval of the Florida International University (FIU) 2025 Strategic Plan. She reminded the Committee that Board of Governors Regulation 1.001(3)(c) requires that each university's strategic plan is to be approved by the Board of Governors. She then recognized President Mark Rosenberg to present the Florida International University 2025 Strategic Plan.

President Rosenberg indicated that the vision for FIU is to achieve exceptional student-centered learning and upward economic mobility for graduates, to produce meaningful research and creative activities, and to produce transformative visions locally and globally resulting in recognition as a top 50 public university by 2025.

President Rosenberg noted that part of the plan is to limit enrollment. He also stressed that the plan aligns with the State University System 2025 Strategic Plan.

Dr. Rosenberg said that FIU's plan includes three priorities: to focus on personalized student success, to accelerate university preeminence through research and economic

impact, and to provide good stewardship of the state's resources. Dr. Rosenberg noted that the FIU Board of Trustees engaged in eight substantive meetings regarding the plan over the past 18 months.

President Rosenberg emphasized the importance of supporting preeminent programs. He identified FIU's strengths as its focus on water and the environment, extreme events, STEM transformation, sustainable coastal infrastructure, its Global Forensic and Justice Developmental Center, and its Center for Children and Families. Regarding stewardship of state resources, Dr. Rosenberg pointed to FIU's highest energy efficiency in the SUS, and he stated that FIU has significantly reduced its cost to the student in the last two years.

Dr. Rosenberg said that FIU intends to measure its success using 20 key performance indicators. He noted that the indicators directly align with performance-based funding metrics, preeminence funding metrics, and national rankings.

Governor Corcoran noted that the FIU 2025 Strategic Plan referenced the need for additional funding. He asked whether there would be a Legislative Budget Request (LBR) submitted for the next Legislative session. President Rosenberg stated that there would be an LBR. He also indicated that FIU would undertake an aggressive fundraising campaign.

Board Chair Lautenbach asked whether the Strategic Plan was contingent on receiving state funding. He said that the Board could not approve a plan based on dollars that it did not have. President Rosenberg indicated that if funding is not received, the university will make the plan work without those resources. Dr. Rosenberg said that an LBR might be approximately \$15 million, but the total implementation would need about \$50M recurring dollars over five years with around \$30 million potentially coming from the state.

Governor Tripp expressed his concern that if FIU indicated that the necessary resources could be found elsewhere, the Legislature might determine that FIU didn't need state dollars. President Rosenberg said that while state dollars would be used, they would not be tied to a new LBR. He indicated that FIU understood that there might be no new state dollars.

Chair Jordan asked whether a future LBR would be for recurring dollars. Kenneth Furton, Provost, Chief Operating Officer, and Executive Vice President of Academic Affairs, indicated that the bulk of dollars associated with an LBR would be recurring.

Once again, Board Chair Lautenbach emphasized that the Board did not have the authority to approve a strategic plan predicated on new state dollars. Chancellor Criser

clarified that the issue was to approve a strategic plan and that if FIU intended to seek an LBR, the university would need to come back to the Board to do so.

There being no further discussion, Chair Jordan entertained a motion to approve the Florida International University 2025 Strategic Plan not contingent on a Legislative Budget Request or any other funding. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

5. Resumption of Accountability Plan Approval

A. Florida International University

Chair Jordan called on President Rosenberg to present the Florida International University 2019 Accountability Plan and FIU's Five-year Plan for Emerging State Research University Preeminence. President Rosenberg deferred to Provost Furton to present the plan. Following the Provost's presentation, Chair Jordan invited questions and comments.

Governor Tripp asked why a degree in pharmacy continued to be listed on the accountability plan. President Rosenberg responded that the degree is an artifact of community discussions. President Rosenberg said FIU continues to be asked whether degrees in pharmacy, dentistry, and veterinary medicine are on the horizon. He indicated that FIU has not been receptive to any of those requests. President Rosenberg said that if the Board wished to have FIU remove the program from its list of potential programs, it would be happy to do so. Governor Tripp noted that data did not support the need for another pharmacy program. President Rosenberg said that FIU would withdraw the program.

Governor Corcoran noted that FIU leads the SUS in reducing goals. President Rosenberg responded that not until the consideration of this year's accountability plans has the Board made clear its reluctance to see goals lowered. Chair Jordan said that Board Chair Lautenbach has always been clear about not lowering goals.

Governor Scott commended President Rosenberg on FIU's improving four-year graduation rates. Dr. Elizabeth Bejar, Senior Vice President, Academic & Student Affairs, shared several strategies FIU is taking to increase its graduation rate by nearly 5% every year.

Governor Levine said he would like to see how accountability plan goals aligned with those in FIU's strategic plan. Chair Jordan suggested that the Committee adjourn for the evening and that FIU should return the following morning to discuss its goals. The meeting was adjourned at 6:25 p.m.

(Reconvening of the Strategic Planning Committee: June 12, 2019)

Chair Jordan reconvened the Strategic Planning Committee at 8:37 a.m. with Governors Cerio, Felton, Huizenga, Lamb, Levine, Morton, and Scott present. A quorum was established.

Chair Jordan said that at the conclusion of yesterday's meeting FIU was asked to examine the goals proposed to be lowered in its accountability plan and report back to the Committee. President Rosenberg indicated that after reviewing data, FIU determined it would return to previously approved goals.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the Florida International University 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan as amended to restore pre-approved goals for performance-based metrics one, two, six, seven, and eight; and preeminence metrics three, six, and ten. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

Secondly, Chair Jordan entertained a motion to designate Florida International University as an Emerging Preeminent State Research University. A motion was made by Governor Lamb, seconded by Governor Huizenga, and the motion carried unanimously.

B. Florida Gulf Coast University

Chair Jordan called on President Michael Martin to present the Florida Gulf Coast University (FGCU) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Board Chair Lautenbach expressed his concern about FGCU's four-year graduation rates. He said that FGCU needed to increase its goals. Governor Kitson agreed and noted that FGCU went from 81 to 90 performance points, but only two of those performance points were gained as improvement points.

Governor Huizenga emphasized the need to keep accountability plan goals consistent with those in FGCU's recent LBR. He noted that the LBR's goal for the salaries of bachelor's graduates employed was \$43,200, whereas the accountability plan's actual goal was \$41,500. President Martin promised the Board that performance would be consistent with the goals provided in the LBR.

Governor Lamb expressed concern that academic progress rate goals were proposed to be lowered. He said lowering those goals could adversely impact four-year graduation rates. Chair Jordan said the Committee has been consistent in its reluctance to approve lowered goals. She indicated that the accountability plan's goals needed to be adjusted back to previously approved goals.

Governor Morton commented on the substantial drop in cost to the student across the system, and he attributed a large part of that to Bright Futures increases.

Governor Morton noted that, for years, he has been asking for an increase in the production of bachelor's graduates with nursing degrees. He emphasized the nursing shortage in Florida. He said that only USF's accountability plan mentioned increasing its nursing degree production. Governor Morton indicated that FGCU should consider producing more nursing graduates. He added that doing so would assist in increasing FGCU's performance on the salaries of bachelor's graduates, because the starting salaries of nurses are, on average, \$55,000. Governor Huizenga agreed with Governor Morton.

Governor Tripp indicated that FGCU needed to reach out to the Florida College System to create more transfer agreements. He said that to do so might improve four-year graduation rates.

Chair Jordan asked if FGCU could return after the break and provide revisions to metric four.

After the break, FGCU returned and shared its revised goals. There being no further questions or comments Chair Jordan entertained a motion that the Committee approve the Florida Gulf Coast University 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and that the Committee accepts the out-year portions of the plan as amended: to restore the prior year goals for performance-based funding metric five and to revise performance-based funding metric four goals as follows: to 33% for the 2015-2019 cohort, to 37% for the 2016-2020 cohort, to 41% for the 2017-2021 cohort, and to 45% for the 2018-2022 cohort. A motion was made by Governor Lamb, seconded by Governor Morton, and the motion carried unanimously.

C. University of North Florida

Chair Jordan called on President David Szymanski to present the University of North Florida (UNF) 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments

Governor Kitson commended President Szymanski for focusing on key metrics and student success, noting that it starts with leadership at the top.

Governor Kitson asked why academic progress rates were not improving and why students were leaving UNF. President Szymanski responded that many students transfer to other SUS institutions, most notably FSU and UCF. He also noted that some UNF students transfer back to Florida College System institutions.

Governor Morton asked President Szymanski to elaborate on UNF's early alert system. Interim Provost Chally responded that the early alert system was a different model from others because it fell on the shoulders of the faculty to contact academic counselors when students were experiencing difficulty. She noted that another component of the system was to require all faculty to record mid-term grades.

Governor Stermon asked President Szymanski to expound on a UNF downtown presence. President Szymanski said that a downtown campus is not currently envisioned. He stressed the need for UNF to be part of the entire Jacksonville community. President Szymanski also stated that UNF's presence would assist in efforts to revitalize downtown Jacksonville. Dr. Szymanski noted that a downtown presence provided students with more opportunities for meaningful internships.

Governor Felton inquired as to a potential doctorate in biomedical science, noting that the Board had directed UNF to remove the program from their 2018 Accountability Plan. President Szymanski responded that the program would not be brought forth in the coming year, but he wanted to keep the discussion open for pursuing that program.

There being no further questions or comments, Chair Jordan entertained a motion to approve the University of North Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accepts the out-year portions of the plan. A motion was made by Governor Scott, seconded by Governor Cerio, and the motion carried unanimously.

D. Florida Polytechnic University

Chair Jordan called on President Randy Avent to present the Florida Polytechnic University 2019 Accountability Plan. Following his presentation, Chair Jordan invited questions and comments.

Governor Kitson noted that out-year goals for bachelor's degrees awarded were proposed to be lowered. President Avent responded that this was due to Polytechnic's flattening enrollment.

Board Chair Lautenbach commended Polytechnic on its progress. However, he expressed disappointment that it was taking Polytechnic students five years to complete four-year programs. Chair Jordan noted, however, that time to degree out-year goals projected improvement.

President Avent explained that students might take longer to graduate if they fail key classes and are required to retake them. Chair Jordan said such cases should be exceptions to the rule. Board Chair Lautenbach added that parents have expectations that a four-year degree be completed in four years. Governor Kitson agreed and said that improvement depended on institutional priorities. Governor Kitson noted that other universities had made continuous improvement a part of their culture. Governors Cerio and Stermon agreed with the comments of Governor Kitson and other Board members.

Governor Lamb said that he was disappointed with both four-year graduation rates and academic progress rates, noting that these were especially important performance indicators. He noted that when Polytechnic was created, there were high expectations for performance.

Governor Levine said that he worried that complacency might be setting in at some SUS institutions. He emphasized that Florida's ranking as the best system in the country might be lost if underperformance is deemed acceptable. Chair Jordan agreed. She said that to be consistent, the Board has directed some universities to restore previously approved goals and to rethink others.

There being no further questions or comments Chair Jordan entertained a motion to defer action on Florida Polytechnic University's 2019 Accountability Plan until the August Board of Governors meeting and require Florida Polytechnic University to present a revised plan. A motion was made by Governor Morton, seconded by Governor Lamb, and the motion carried unanimously.

Chair Jordan recognized Governor Huizenga, Chair of the Facilities Committee, to make comments. Governor Huizenga expressed his frustration that Polytechnic was still without an Applied Research Center. He said that Polytechnic lacked the physical capacity to conduct research and provide students with meaningful research opportunities. Chair Jordan agreed, noting that, in turn, the situation hurt enrollment and student retention.

E. University of Florida

Chair Jordan called on President Kent Fuchs to present the University of Florida 2019 Accountability Plan and UF's Preeminent State Research University Annual Status Update. Following his presentation, Chair Jordan invited questions and comments.

Board Chair Lautenbach commended President Fuchs on UF's success and asked for a copy of the university's entire set of initiatives regarding four-year graduation rates.

Governor Morton noted a decline in the bar pass rate for the past five years. President Fuchs said that a new law school dean had been hired with the expectation that pass rates will improve.

Governor Tripp asked whether UF has given thought to doing away with the SAT and the ACT to increase access. President Fuchs said that UF is not considering those actions. He indicated, however, that UF continues to focus on first-generation students.

Governor Kitson asked whether the state has a compelling argument for high-tech companies to move to Florida as opposed to California or Texas. President Fuchs pointed to the large numbers of very talented students who want to remain in Florida. He said that this gives Florida an advantage over other states. Governor Kitson asked how Florida can get the word out to companies contemplating relocation. UF Board of Trustees Chair Mori Hosseini said that UF had hired a vice president for marketing. He indicated that UF is ramping up its efforts to make its presence known. Governor Kitson said that all SUS institutions should be making this effort.

Governor Lamb asked about UF's initiative to hire 500 faculty. President Fuchs said that UF would have more than 80% of those faculty on campus in a few months. Governor Cerio followed up by asking about the ratio of tenure to non-tenure track for these hires, and he questioned when the institution would reach 100% of the planned hires. President Fuchs replied that it would be this academic year when all the hires would be brought on board, but he was not certain about the tenure ratio.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the University of Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan. A motion was made by Governor Cerio, seconded by Governor Scott, and the motion carried unanimously.

Second, Chair Jordan entertained a motion to approve the University of Florida's Preeminent State Research University Annual Status Update. A motion was made by Governor Lamb, seconded by Governor Scott, and the motion carried unanimously.

F. University of Central Florida

Chair Jordan called on Interim President Thad Seymour to present the University of Central Florida 2019 Accountability Plan and UCF's Emerging Preeminent State

Research University Annual Status Update. Following his presentation, Chair Jordan invited questions and comments.

Governor Tripp noted that the number of UCF's undergraduates who earn 15 or more credits per semester is among the lowest in the SUS and that the accountability plan appears to be addressing the issue primarily for first-time-in-college students. He asked why efforts weren't being made to focus on all students. Provost Elizabeth Dooley noted that one way UCF is addressing the issue is to provide more financial aid. She also said that colleges across the campus are working on revising their curricula to ensure that graduates are meeting workforce needs while graduating on time.

Governor Morton noted that all universities faced the challenge of lowering the cost to degree. He asked whether UCF could continue to make progress. Interim President Seymour said that UCF's transfer agreements with Florida College System institutions are the lowest cost pathway for UCF students. He said that UCF's partnership with Valencia College at the UCF Downtown Campus results in a \$6,000 savings for students.

Governor Kitson commended UCF for being thoughtful about enrollment growth. He said, however, that there is a risk in adding too many programs at the Downtown Campus. Interim President Seymour responded that few new programs would be added; rather, some programs are being moved from the main campus based on whether they will benefit from a downtown environment.

There being no further questions or comments, Chair Jordan entertained two motions. First, she entertained a motion to approve the University of Central Florida 2019 Accountability Plan excluding those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and that the Board accepts the out-year portions of the plan. A motion was made by Governor Lamb, seconded by Governor Morton, and the motion carried unanimously.

Secondly, Chair Jordan entertained a motion to approve the University of Central Florida's Emerging Preeminent State Research University Annual Status Update. A motion was made by Governor Lamb, seconded by Governor Scott, and the motion carried unanimously.

6. Adjournment

Having no further business, Chair Jordan adjourned the meeting at 12:22 p.m.

Darlene Jordan, Chair

R.E. LeMon, Ph.D.
Associate Vice Chancellor
for Planning and Policy