

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA GULF COAST UNIVERSITY
FT. MYERS, FLORIDA
August 28, 2019

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

1. Call to Order and Opening Remarks

Chair Darlene Jordan convened the meeting on August 28, 2019, at 8:35 a.m. with the following members present: Governors Cerio, Felton, Frost, Huizenga, Lamb, Levine, Morton, and Scott. A quorum was established.

2. Minutes of June 11-12, 2019, Committee Meeting

Chair Jordan called for a motion to approve the minutes of the June 11-12, 2019, Committee meeting. Governor Huizenga moved to approve the minutes, Governor Lamb seconded the motion, and the motion carried unanimously.

3. 2019 System Accountability Plan

Chair Jordan stated that the next item on the Committee's agenda was to consider for approval the 2019 Accountability Plan System Summary. She noted that Regulation 2.002 requires the Board of Governors to annually submit university accountability plans and a system summary to the Governor, the President of the Senate, and the Speaker of the House of Representatives. Chair Jordan said that at the Committee's June 11-12, 2019 meeting, eleven of twelve 2019 University Accountability Plans were approved, and subsequently, Board staff analyzed data on key performance indicators relative to system-wide issues, trends, and performance projections.

Chair Jordan recognized Ms. Emily Sikes, Associate Vice Chancellor for Strategic Initiatives and Economic Development, to present the 2019 Accountability Plan System Summary.

Ms. Sikes began her presentation by stating that the data being presented was aggregated from the eleven university Accountability Plans that the Committee approved in June, and the final university accountability plan from Florida Polytechnic University would be reviewed later in this meeting. She further specified that this presentation was being made for information only. She indicated there are technical revisions of one institution plan that is still pending their board's approval, and those pending revisions have been incorporated into the plan being presented today. She explained that if no further changes are needed following the university board's approval, the Committee can consider this report for approval at the late October meeting.

Ms. Sikes highlighted that retention and graduation rates continue to improve for the system, which means more students are completing their education in a timely manner. She said the cost to the student is still declining, making postsecondary education in Florida even more affordable. She elucidated that excess hour rates are steadily improving, which saves students money as well as time. She further reported that research activity across the system is continuing to grow with expenditures now in excess of \$2.3 billion.

Ms. Sikes went on to emphasize a number of metrics tracked in the Accountability Plan and their change over time, both actual and projected. She noted the academic progress rate increased by 2% points over the past five years and is expected to increase by another 5% points in the next five years. Importantly, she expressed that four-year graduation rates for full-time, first time in college students has increased 10% points over the last five years, and this rate is expected to climb another 6% points over the next four years. Ms. Sikes conveyed that performance on the four-year graduation rate metric has surpassed the goal, and the metric is being considered for revision upward to reflect this outstanding performance. Ms. Sikes further reported that the percentage of undergraduate FTE enrolled in online courses has increased by 8% points over the last five years and is expected to increase another 5 % points in the next five years.

Ms. Sikes moved on to explain that the number of bachelor's degrees awarded annually has increased from 60,132 to 66,995 over the last five years, an increase of about 6,800. She noted the projection was for 70,840 degrees in 2021-22. She said this metric was not on track and reminded the committee this metric was being considered for revision from a goal of 90,000 down to 78,500. Regarding graduate degrees, Ms. Sikes informed the Committee that over 24,000 degrees were awarded in 2017-18, and projections indicated this number will only increase to about 27,000 degrees by 2025; 8,000 short of the 35,000 goal. She again reminded the Committee it has recommended this goal be reduced to 27,400 as part of the mid-course correction process.

Ms. Sikes reported that the system was on pace to reach the 2025 target of 80% for bachelor's degrees awarded without excess hours well before 2025. She also conveyed that the percentage of degrees awarded in Programs of Strategic Emphasis was continuing to climb for both undergraduate and graduate degrees. Ms. Sikes noted that while the system may not be awarding as many degrees as projected in the 2025 Strategic Plan, the number of bachelor's and graduate degrees awarded in PSEs has increased and surpassed the Strategic Plan's 2025 goal. This increase reflects a curriculum shift on campuses as they make adjustments to offer more degrees in areas that are critical to the State.

Governor Morton questioned whether nursing was included as a Program of Strategic Emphasis, and Ms. Sikes replied that it was.

Ms. Sikes announced that in 2017-18, the average cost to the student for a bachelor's degree dropped dramatically to \$9,400, due in large part to maintaining relatively low

tuition rates and an infusion of financial aid dollars from the State. The trend shows that costs are expected to remain relatively flat in the coming years, which is good news considering reports that higher education costs are rising in most other states. Ms. Sikes then proclaimed that in 2017-18, the system spent \$2.32B on research and development, an increase of \$157M over the prior year. Based on the 2019 Accountability Plans, the system surpassed the 2025 System Strategic Plan goal of \$2.29B in 2017-18, and the committee is considering a more ambitious goal for this metric. Ms. Sikes explained, however, that only 54% of research and development funding came from external sources in FY 2017-18. The 2025 goal is 71% for external funding, and it doesn't appear that it will be met.

Finally, Ms. Sikes described that undergraduate enrollment headcount had increased 6% in the last five years, and data in the most recent institution accountability plans indicated that total system undergraduate enrollment will only increase by about 3 percent in the next five years. Ms. Sikes explained that Accountability Plan performance indicators are also quality indicators and can be used to guide decision making. She said that quality institutions admit the best students they can, make sure that they're retained, graduate them in a timely fashion, make sure that they pass licensure exams, achieve national rankings, and increase research funding from external sources.

Chair Jordan thanked Ms. Sikes for the presentation and asked the Committee if there were any questions or comments. Governor Morton noted enrollment is projected to go up modestly. He cited a Georgetown Public Policy Institute white paper that projects that 70% of new jobs will not require a college degree. He asked if that type of information is taken into account in the system's goals and projections. Board Chair Lautenbach asked about Florida's population growth and whether that played a role in our goals. Ms. Sikes replied that Florida's population is growing rapidly, and yes, employment needs and demographic projections certainly are considered in our goals.

Chancellor Criser commented that the system had adjusted the enrollment goals downward in recognition of workforce needs going forward. He noted that enrollment growth or contraction is strategically directed in specific areas while focusing on quality. Chair Jordan explained that growth for growth's sake is not the goal. She said focusing on areas of strategic emphasis was the goal. Governor Morton emphasized the critical need for nurses in Florida and that institutions should focus more on that need in their strategic plans.

Governor Levine stated that the state had adopted a new attainment goal of 60%, and our plan should incorporate that attainment goal more clearly. Chair Lautenbach said the system and the Board needs to pursue resources more aggressively to meet the needs of the state in specific job areas, and Chair Jordan agreed.

Governor Levine asserted there was a projected oversupply of certain nurses in the state in 2030, and the system needs to focus on producing not just nurses, but the right types of nurses. Chair Lautenbach agreed and said the Board needs to develop a specific plan to that end. Governor Scott asked if the community colleges still have 17-

month RN programs. Governor Levine answered that yes, they do, but there are profession-driven programs that require higher-level credentials and specialization.

Governor Morton indicated this is a state-wide issue, not just a university issue. He expressed concern over the lack of capacity in our nursing programs and the number of qualified students who are regularly turned away.

Governor Lamb asked whether when looking at these metrics, there was comparison or alignment between our trajectory and that of other states. He requested staff provide information relative to this question at a future meeting. Governor Scott followed by asking whether a committee or group should be formed to review nursing degree production and prioritization. Board Chair Lautenbach agreed and asked Governors Scott and Morton to look at nursing supply and demand to generate potential recommendations and initiatives for the Committee to advance.

Chair Jordan commented that she knows Board staff look at and track national data and compare Florida where possible and appropriate. Ms. Sikes confirmed that there are certain metrics, like graduation rate, where a comparison is appropriate. She noted, however, that you often have to fall back several years to carry out such analyses because more current data is not available nationally. Ms. Sikes indicated staff would be happy to provide such information at a future meeting.

4. Mid-course Correction Metrics

Chair Jordan announced that the next item on the agenda was to continue the Committee's review and discussion as to whether metrics associated with the Board's 2025 Strategic Plan warrant adjustment. She noted that at its January 31, 2019 meeting, the Strategic Planning Committee initiated a review of the Board's 2025 Strategic Plan metrics, beginning with the Teaching and Learning metrics and at its March 27, 2019, meeting, the Committee reviewed the Research, Scholarship and Innovation, and the Community and Business Engagement metrics. Chair Jordan said that at each meeting, the Committee requested additional information on specific metrics.

Chair Jordan recognized Ms. Emily Sikes to provide an update on the metrics where additional information was requested as well as an overview of the metrics already reviewed.

Ms. Sikes explained that the information being presented reflects an outstanding team effort by the Strategic Planning Support Group, which includes Jason Jones, R.E. LeMon, Troy Miller, Roger Strickland, Traki Taylor, and herself. She recapped the process so far by reminding the Committee that in January, the teaching and learning metrics were reviewed. She also mentioned the March reexamination of the research and community and business engagement metrics. She further stated that the final metric revisions would be discussed during her presentation and that the intent is to bring a revised strategic plan to the full Board for approval in October.

Ms. Sikes said in June, the Innovation and Online Committee, chaired by Governor Morton, made a recommendation to revise the goal of “% of SUS courses bearing a high-quality rating in the FLVC online catalog.” The committee is recommending changing the metric language as follows: “New and substantively revised online courses must meet Florida standards following an approved review process. Existing and continuing courses will be considered for review on no less than a 5-year cycle.” The recommended benchmark is 100%. The Committee concurred with the suggested change.

Ms. Sikes announced that the second metric up for revision was the % of baccalaureate degrees awarded without excess hours. This metric is being brought for discussion due to a legislative change, but there is no requirement to change it. The excess hours metric was originally based on a 110% threshold in statute, but the Legislature changed that threshold to 120% recently. Governor Lamb commented that this metric relates directly to student cost and debt in that more excess hours equates to more debt. Governor Lamb asked if staff had a recommendation for this metric, and Ms. Sikes replied that staff did not have a recommendation since the reasoning behind the legislative change did not necessarily align with the Board’s perspective.

Governor Morton agreed that while the legislative change to 120% may be intended to reduce excess hour surcharges, it may also have unintended consequences should the Board change its goal from 110% to 120%. Governor Levine said that this goal also affects access, and he would not advocate changing the goal. Chair Jordan explained that while it was good to be aware of this Legislative change, a similar change for the Board was not warranted. Governor Johnson indicated this was an important discussion from the student’s perspective and that she would like to take it to the Florida Student Association Board for further discussion in September. Chair Jordan asked that Governor Johnson report back the results of those discussions to the Committee in October. Governor Huizenga communicated that the strategic plan goal does not result in any additional fees to students; rather, it is an issue of how the Board measures progress in this area. Chancellor Criser spoke in support of the current goal and acknowledged that the Legislative change actually removed some of the financial incentives for students to take fewer excess hours, thus making the system’s goal harder to achieve. Chair Jordan agreed and said that it would be important for the institutions to message properly in relation to the Legislative change. The Committee determined that the metric would remain at 110%.

Ms. Sikes declared that the next metric up for revision was one that has been challenging as a system to measure - the % of undergraduates engaged in research. She said the institutions are active in this area, taking different approaches that best fit the needs of their students. In March, she explained, the Vice Presidents for Research were asked to develop a question that would address this across the system. This group then worked with the Council for Academic Vice Presidents to come up with a question that all 12 institutions can include in their senior exit surveys. The Council and the Vice Presidents for Research also recommend that a numeric goal not be set until data has been collected for this question for at least two or three years in order to establish a baseline. After that time (in fall 2022 or fall 2023), a system goal would be

recommended for consideration. Ms. Sikes stated that, if approved by this Committee, the institutions would add this question for the seniors graduating in Spring 2021. This data would then come into the Board office at the earliest in Fall 2021, with the expectation it would be included in the 2022 Accountability Plan.

Governor Scott asked for clarification on the amount of work with a faculty member required to rise to the level expected for a positive response to the survey question. Ms. Sikes responded that it could be in multiple ways and in varying amounts of time. It would ultimately be up to the student's judgment and discretion in responding accurately. Governor Felton asked whether the implementation timeline could be expedited, and Ms. Sikes replied that the exit surveys for this year had already been developed and since this question was not yet approved by the Board, it would likely not be possible to get it added to the current cycle. Governor Levine also expressed a desire to see the survey question implemented sooner. Ms. Sikes said she would check with the institutions to see what might be possible and report back to the Committee. The Committee agreed to add the question as presented.

Ms. Sikes revealed that the next metric up for revision was the total research and development (R & D) expenditures metric. As a reminder, she said, the system has made tremendous progress in terms of research and development expenditures since this metric was last reviewed in the strategic plan. Since 2013, research expenditures have increased by 30%, putting it at \$2.32 billion total for the 2018 year. In March, projections were presented based on figures included in 2018 university accountability plans, but this committee requested a more ambitious goal for research. At the Academic and Research Excellence Committee in June, Governor Levine reported that he had met with the Vice Presidents for Research, and they recommended a goal of \$3B for 2025. Chair Jordan said Governor Levine took a very deep dive when reviewing this figure, and it aligns perfectly with Chair Lautenbach's comments and goals on this topic.

Governor Huizenga asked how the system compares nationally for R & D expenditures. Ms. Sikes replied that Florida was currently ranked fourth behind Michigan. Chair Jordan projected we would lag further behind other states if Florida's goal was not stretched. Governor Levine interjected that faculty is the key in order to be competitive. He also articulated that many SUS institutions like UF, USF, and FSU compare very favorably with other systems and well-known research institutions like the University of Virginia. Governor Levine further indicated that collaboration between schools is critical to moving up on this metric.

Governor Lamb commented that it is imperative the Board keep raising the bar on this metric. He asked whether the accountability plans aligned with the recommended goal for this metric. Ms. Sikes responded that there is a gap between the documents because the projections in the accountability plans are more conservative than the stretch goals outlined in the strategic plan. Governor Lamb observed that the two documents should agree to achieve the stretch goals. Governor Levine mentioned that it might be difficult for schools that are collaborating to decide in which accountability plan to include the contribution to cooperative research. Governor Sterman asked if

those situations could be covered by using line items detailing mutual research so that it would be included in the totals. He also inquired as to the amount of the gap. Ms. Sikes indicated that the gap between the documents is just under \$400 million. Ms. Sikes mentioned that the reporting of research dollars tends to lag, so many of the newer programs and initiatives have not yet shown up in the institutional figures.

Ms. Sikes offered to work further with the Committee to address the gap. Governor Scott said that every research dollar expended requires additional indirect support funding. Governor Lamb reiterated that the Board should have a clearly defined path to meet the new goal if approved. Chancellor Criser mentioned that staff could potentially compile data comparing the historical projections to actual research expenditures, and this analysis might shed some light on the topic. The Committee agreed with the new \$3 billion goal.

Ms. Sikes declared that the next metric for discussion is the percentage of research and development expenditures from external sources. She expounded that Governor Levine discussed revising this goal with the Vice Presidents for Research in June. They recommend using a dollar value for this goal rather than a percentage and that the goal be set at \$1.75 billion, which is about \$50 million over the current actual amount of R & D expenditures from external sources. Governor Levine commented that the incremental goal should be to bring more money in from outside the state. Chair Jordan advocated for switching from a percentage basis to a dollar amount. The Committee concurred with this new goal being set at \$1.75 billion.

Ms. Sikes remarked that the next metric is also one discussed in March - the percentage of baccalaureate graduates continuing their education or employed. She said staff had recommended a review of this metric because of the difference in definitions between the strategic plan and the performance-based funding (PBF) model. She reminded the Committee that when PBF was first implemented, the model used the metric we see in the strategic plan today. The current metric includes all graduates earning full-time wages one year after graduation. Full-time is determined based on the current Florida minimum wage, which changes, but generally speaking, has been between \$16,000 and \$17,000 annually. However, a couple of years ago, the PBF metric was revised to include only graduates earning \$25,000 or more in an attempt to focus on making sure our graduates are earning more than just the minimum wage.

Governor Morton questioned if it was possible to track whether a person's employment was directly related to their degree. Ms. Sikes replied it is not possible to do so with the data from the Department of Economic Opportunity since that information is not currently collected by the state. Governor Morton encouraged staff to pursue mechanisms to match employment to degrees so the Committee can better understand student outcomes. Governor Huizenga remarked that we do have data on wages, and that was a potential substitute for in-field/out-of-field data. Ms. Sikes said staff would soon be working on the baccalaureate follow-up study, which would provide that type of information.

Governor Lamb stated that data integrity in this area is a real challenge, especially since New York data is not available. He also said that the \$25,000 per year threshold seems dated and may need to be refreshed. Ms. Sikes stated that the \$25,000 figure was originally recommended by the Legislature, but the Board was free to make adjustments. Chair Jordan agreed the figure seemed low. President Rosenberg commented that due to the gig economy, it may be difficult to determine true income in some cases. Chancellor Criser said that the \$25,000 threshold was, at the time it was determined, a surrogate for someone who did not graduate from college four years after high school. The Committee concurred with revising the metric to match the PBF model but asked that additional research be done regarding the salary threshold.

Ms. Sikes next expressed that Board staff had identified two metrics discussed in January where the narrative in the system strategic plan needed technical revisions. She revealed that upon staff review of the methodological documentation for the four-year graduation rate metric, it was identified that part-time students were included in the text of the 2025 Strategic Plan but not in the actual graduation rate calculation. So, even though the plan says “part-time,” the calculation never actually included them. She recommended that language in the plan be altered to match the calculation. Next, she explained that at its January 2019 meeting, the Strategic Planning Committee discussed a new goal for the percentage of bachelor’s degrees awards to African-American and Hispanic students. The committee recommended revising the goal from 40% to 46%, reflecting the changing demographics in Florida. However, when staff went back to the original language in the strategic plan, there is also a number goal in addition to the percent. She recommended that the Committee consider using only the percentage goal, as it can be difficult or impossible for the number and the percent to align. The Committee agreed to both of these adjustments.

Governor Lamb asked if staff was observing any changes in how students self-report race now versus in the past. Chancellor Criser cited the changes in the census questions regarding race and ethnicity, and he said it is possible to track those types of changes since that time.

Ms. Sikes moved on to discuss two metrics that are not currently in the Board’s strategic plan that were presented for consideration in January and March. The first was a graduation rate metric for Florida College System (FCS) associate in arts (AA) transfer students. Ms. Sikes voiced that this metric was recommended because of the board’s emphasis on 2+2 articulation and because the graduation rates for AA transfer students have been declining. There has been some improvement in recent years, she said, but no improvement over the longer term. Ms. Sikes highlighted the differences between the characteristics of transfer students versus native university students, and she presented the Committee with both a two-year and a three-year rate goal for consideration.

Board Chair Lautenbach said the Board should encourage both transfer students and native students to graduate quickly. Governor Levine pointed out that an effort must be made to understand the customer, and not all students can or want to attend full-time. Governor Cerio asked whether there were differences in the rates between institutions.

Ms. Sikes replied that there are differences across the system. Chair Jordan recommended sharing best practices from institutions doing particularly well in this measure. Governor Tripp agreed with the Chair's comments, and he requested staff investigate new efforts in this arena over the past seven or eight years and report back to the Committee. Chair Jordan asked for additional data on this metric before setting a proposed goal. Ms. Sikes confirmed that supplemental data would be provided at the October meeting, but this metric would not be added to the revised strategic plan as yet.

The second new metric Ms. Sikes offered was median wages, which the Committee last discussed in March. She said staff recommended the inclusion of this metric given its prominence and emphasis in PBF. Governor Morton asked whether the mode is tracked in addition to the median. Mr. Jason Jones said DEO does not currently provide the mode. The Committee agreed to add this metric with a goal of a \$43,200 median wage.

Chair Jordan thanked Ms. Sikes for her presentation.

5. Programs of Strategic Emphasis

Chair Jordan announced that the next item on the Committee's agenda was to receive a brief overview regarding the update of the Programs of Strategic Emphasis, better known as PSEs. She reminded the Committee that these programs are an essential component of the 2025 Strategic Plan and that the Board's PSE list was one of several tools for aligning degree production goals of the State University System with the economic and workforce needs of Florida. She also stated that PSE degree production is a component of the performance-based funding model.

Chair Jordan articulated that every few years, Board staff review the PSE list to ensure that the programs listed are aligned with the workforce needs of Florida, and the review results in recommendations to keep, remove, or add programs to the list. She explained that Board of Governors' staff conducted an environmental scan and workforce analysis to identify labor market demand for post-secondary graduates. She explained that Staff reviewed and analyzed economic and workforce-related reports and data sources, both at the state and the national level as part of this process.

Chair Jordan recognized Mr. Roger Strickland, Director of Economic Development, to brief the Committee on the recommended changes to the Programs of Strategic Emphasis list resulting from the various analyses.

Mr. Strickland began his presentation by reiterating some important points from the Chair's introduction of the topic. He explained that over the past several months, staff had identified labor market demand for university graduates and reviewed various economic and workforce-related reports. Trends were identified to assist in updating the list of academic programs of strategic emphasis. The process identified occupational areas with high demand for postsecondary graduates and has provided an opportunity to identify emerging and evolving business sectors and occupations. Mr.

Strickland expounded that the Board last approved updates to the PSE list in 2013, and there have been substantial changes in the economy and the job market since that time.

Mr. Strickland specified that today's presentation was for information, and the final recommendations would be brought back for potential Committee approval at the next meeting in October. Next, Mr. Strickland gave a brief history of the evolution of the PSEs. He indicated there are five programmatic categories of strategic emphasis including education, healthcare, global competitiveness, STEM, and gap analysis, and he declared that no changes to those categories are being recommended at this time.

Regarding the education category, Mr. Strickland articulated that the list aligns closely with the Florida Department of Education's 2018-19 Recommended Critical Teacher Shortage Areas report. As a result, staff recommended the list remain unchanged with one exception. It was recommended that CIP 13.0101 – Education, General be removed as a program of strategic emphasis. While this is an important program for many students, staff analysis indicated that this program is overly broad for strategic purposes, does not lead directly to teacher certification, and does not typically lead to employment as a K-12 teacher in an area of critical need per the Florida Department of Education.

Healthcare, Mr. Strickland said, continues to be a critical and high-demand area for Florida, and for this reason, staff recommended that the Healthcare PSE list remain unchanged.

After a review of Florida's most recent primary international trading partners and other relevant data, including publications from Enterprise Florida and the Florida Chamber, Mr. Strickland recommended that nine programs be removed from the Global Competitiveness PSE list as they no longer align with the strategic direction of the State. He disclosed that a listing of the programs recommended for removal was provided in the Committee's supporting documents and primarily consisted of those in certain foreign studies, languages, and literature. For example, Russian Language and Literature is recommended for removal as are French and Italian Studies. He indicated that the 15 programs recommended to remain in the global competitiveness category included those related to Asian countries, Latin American countries, and various aspects of international business. For example, Latin American & Caribbean Studies would remain on the list as would International Business, Trade, and Tax Law.

Mr. Strickland disclosed that after an exhaustive review of relevant data including lists published by the Florida Department of Economic Opportunity, the Department of Homeland Security, the National Science Foundation, and after consultation with other state systems, it was recommended that 21 programs be added to the Science, Technology, Engineering, and Mathematics (STEM) PSE category. He said those new programs included Agroecology and Sustainable Agriculture, Architectural and Building Sciences, Econometrics and Quantitative Economics, and others. He also specified that it is recommended that Actuarial Science move from the gap analysis list to the STEM list, as that was the most appropriate category for the program.

Mr. Strickland next discussed the mechanics and methodology of the gap analysis. He reminded the Committee that the gap analysis category applies only to programs that were not included in any of the other four categories already discussed. For this iteration of the gap analysis, he said, staff conducted a programmatic and occupational supply/demand gap analysis utilizing the most recently available data from the National Center for Education Statistics, the Florida Department of Economic Opportunity, and the Bureau of Labor Statistics. Based on the results of this most recent analysis, it was recommended that 12 programs remain, three programs be removed, and 25 programs be added to the gap PSE list. He relayed that the fields of finance, marketing, real estate, animation, and interactive media design, among others, are included in the list of recommended additions based on soaring employment demand. He stated that the previous gap list included 15 programs, and 11 of those are currently offered in the system. The new recommended list included a total of 37 programs with 15 of those currently being offered.

Mr. Strickland said should the Committee choose to take up a new list for approval at its next meeting in October and the list be subsequently adopted by the full Board, implementation would likely occur in the Summer of 2022 and would be based on 2020-21 degree data submissions. This timeline would allow some transition time for institutions to begin the process of adjusting their program mix if needed to better align with the updated list before actual implementation.

Governor Lamb said that other efforts around the state, such as faculty hiring and facility construction decisions should be aligned with this list.

Chair Jordan thanked Mr. Strickland for his presentation.

6. Florida Polytechnic University 2019 Accountability Plan

Chair Jordan announced that the next item on the Committee's agenda was to consider approval of the Florida Polytechnic University 2019 Accountability Plan. The Chair noted that Board of Governors Regulation 2.002 requires the development of an institutional accountability plan intended to reflect each institution's distinctive mission and to focus on core strengths within the context of State University System goals as well as regional and statewide needs. She said the accountability plans outline each institution's strategic direction and top priorities as well as performance expectations and outcomes on institutional and system-wide goals.

Chair Jordan explained that at its June 12, 2019 meeting, the Strategic Planning Committee deferred taking action on Florida Polytechnic University's 2019 Accountability Plan, requesting that the University return in August with a revised plan. She said Florida Polytechnic has now submitted a revised plan for consideration, and if approved by the Strategic Planning Committee, the plan would be forwarded to the full Board for consideration.

Chair Jordan recognized Dr. Randy Avent, President of Florida Polytechnic University, to present the revised 2019 Accountability Plan.

Dr. Avent and Dr. Terry E. Parker, Provost, presented the revised Florida Polytechnic 2019 Accountability Plan. Chair Jordan commended the university for the efforts undertaken in revising the plan. Board Chair Lautenbach asked how the graduation rates at Florida Poly compare to other engineering institutions around the country. Dr. Parker expounded that there are basically two tiers with a broad range of rates. He said the upper-tier tend to be private and have rates in the 70-80% range and the next tier down tend to be in the 40-60% range. Dr. Avent said that the four-year graduation rate for peer institutions, based on incoming student characteristics such as SAT scores, is 32%, so Poly is already doing better than that. Dr. Avent said that the aspirant peer group has rates of around 60%.

Governor Morton asked whether the facilities were sufficient at Poly to attract students. Dr. Parker said no. Governor Morton questioned what more needed to be done, and Dr. Parker indicated additional support from the Board was needed to secure funding to add facilities. Governor Morton said the Board has a responsibility to support the institution. Governor Huizenga explained that the Facilities Committee had a Poly project at the top of the list on the recommended legislative budget request.

Governor Scott asked whether Poly has tried to partner with other SUS institutions to collaborate on grants or share facilities. Dr. Parker expressed that the institution has appropriate conversations across the system regularly, but they have not really pursued sharing space with other schools. Dr. Avent described multiple discussions with other institutions about various topics. In particular, he described collaboration regarding the autonomous vehicle test track. Governor Kitson commented that the autonomous vehicle track is outstanding and state-of-the-art.

Chair Jordan entertained a motion to approve the Florida Polytechnic 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 Board accepts the out-year portions of the plan. Governor Huizenga moved to approve the plan, Governor Scott seconded the motion, and the motion carried unanimously.

7. Florida Agricultural and Mechanical University Financial Aid Plan

Chair Jordan next revealed that at its June 11, 2019 meeting, the Strategic Planning Committee considered approval of Florida Agricultural and Mechanical University's (FAMU) 2019 Accountability Plan. She said that during that meeting, Committee members expressed concern at the high level of debt among FAMU students and that FAMU was asked to present the Committee with a plan for reducing student debt.

Chair Jordan recognized Dr. Larry Robinson, President, Dr. William Hudson Jr., Vice President for Student Affairs and Enrollment Management, and Mr. Nigel Edwards, Associate Vice President for Student Affairs and Administration and Assessment, to present FAMU's student debt reduction plan.

Dr. Robinson stated that FAMU was committed to enhancing the student experience and reducing student debt. Dr. Hudson thanked Board staff for their assistance with the plan and then described FAMU's debt reduction plan and provided details surrounding the three pillars of the plan: financial aid budgeting and packaging, education and training, and student success. Dr. Hudson said FAMU awards financial aid to those students with the highest need and replaces loans with institutional funds when possible. Dr. Hudson further described institutional efforts to reduce student debt, such as recruiting students as peer counselors to educate other students about debt.

Dr. Hudson stated that FAMU attempts to limit unsubsidized borrowing whenever possible since interest accrues immediately with such loans. He then talked about FAMU's finish in four initiative, living-learning communities, the early warning system, and other institutional initiatives to foster student success. Dr. Hudson announced that FAMU's loan cohort default rate had dropped from 18% in 2012 to 9% most recently.

Mr. Edwards next presented FAMU's accountability measures that are monitored and communicated regularly to the FAMU Board of Trustees. These measures include four and six-year graduation rates, retention rates, and average student debt amounts, among others. Mr. Edwards also expressed that FAMU provides information sessions to educate parents on financial aid and the choices available.

Governor Morton asked about the emphasis on unsubsidized Stafford loans and whether students using these loans had exhausted all other sources of funds before assuming that type of debt. Dr. Hudson replied that students were able to choose to take those loans whether or not they had exhausted other aid, and FAMU tries to substitute those loans with institutional funds whenever possible to reduce the financial burden and accumulated interest.

Governor Lamb said that student debt is an epidemic and must be addressed. He then asked whether FAMU was focused on reducing excess hours. Dr. Hudson affirmed that reducing excess hours is a priority.

Governor Levine asked for an update on partnerships with the college system. Dr. Hudson said that FAMU has worked hard to increase partnerships with FCS institutions and has expanded 2+2 articulation agreements.

Governor Huizenga remarked that students need to be provided with estimated income information related to their educational programs. Dr. Hudson replied that FAMU is in the process of hiring five new career counselors to discuss those types of issues with students.

Governor Felton commented on FAMU's nursing licensure exam passage rates and the importance of those metrics to the students.

Chair Jordan thanked FAMU for the presentation and asked that the institution return to the Committee with an update on this subject when they present their 2020 Accountability Plan.

8. Concluding Remarks and Adjournment

Having no further business, Chair Jordan adjourned the meeting at 11:57 a.m.

Darlene Jordan, Chair

Roger Strickland
Director, Economic Development