

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA STATE UNIVERSITY
TALLAHASSEE, FL
January 29, 2020

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

1. Call to Order and Opening Remarks

Chair Tim Cerio convened the meeting on January 29, 2020, at 1:01 p.m. with the following members present: Governors Felton, Frost (by phone), Huizenga, Lamb, Levine, Scott, and Silagy. A quorum was established.

2. Minutes of Strategic Planning Committee Meeting

Chair Cerio called for a motion to approve the meeting minutes from the Committee's October 30, 2019, meeting. Governor Silagy moved to approve the minutes, Governor Frost seconded the motion, and the motion carried unanimously.

3. Florida Job Outlook and Demand

Chair Cerio announced that the next item on the agenda was to hear a presentation from the Florida Department of Economic Opportunity (DEO) on the job outlook and demand data in Florida. Chair Cerio recognized Ms. Adrienne Johnston, Chief of the Bureau of Workforce Statistics and Economic Research, to give the presentation.

Ms. Johnston gave an overview of the role of the Bureau of Workforce Statistics and Economic Research, which is to produce, analyze, and distribute labor market statistics for improved economic decision-making. She explained that since the methodology is consistent from state to state, comparisons can be drawn across states.

Ms. Johnston provided several statistics regarding Florida's employment trends. In 2019, the total Florida private sector employment increased by almost 200,000 jobs. This increase is about a 2.5% growth rate for the year, which is higher than the rest of the country. She added that Florida had maintained a growth rate above 2% for the last several years. Ms. Johnston noted that there had been a continuous decline in Florida's unemployment since the height of the recession and that unemployment was at a record low of 3%. She highlighted that Florida was keeping a low employment rate while still adding jobs to the private sector. Ms. Johnston then compared Florida's job opening rate and hiring rate explaining that in the past, the job opening rate was below

the hiring rate; however, in the last two years, the job opening rate has surpassed the hiring rate.

Next, Ms. Johnston explained DEO's four job roles that fuel Florida's economy, which are the Face of Florida, Protect Florida, Inform Florida, and Transform Florida. The Face of Florida includes jobs in retail sales, entertainment, food service, and other basic services. She explained that these types of jobs are mainly entry-level and require the development of soft skills. Of the four categories, the Face of Florida is the largest in terms of the number of jobs. The second category, Protect Florida, contains jobs that involve higher levels of career-building, skill development, and education. These jobs may include emergency services, construction, and other trades. The third category is Inform Florida, which includes professional services, education, and management jobs. The last category is Transform Florida, which includes highly specialized jobs that encourage innovation such as careers in the sciences, engineering, or technology.

Next, Ms. Johnston provided detailed information on occupational growth and future expected growth for Florida's economy. She explained that some of the top growing industries in Florida include healthcare, education, management, scientific and technical services, construction, and arts and entertainment. In terms of future projections, most of the jobs that will be added over the next eight years will be in the Face of Florida group; however, the largest growth rate will be in the Transform Florida (Florida's Future on the slide) category.

Ms. Johnston also provided statistics that divided up the total job openings by the job's required education level. By focusing on only those careers which required a bachelor's degree or higher, Ms. Johnston provided information on the top 10 occupations in Florida, which included registered nurses, accountants and auditors, management analysts, elementary school teachers, and software developers.

Next, Ms. Johnston reviewed the findings of a job vacancy and skills gap study DEO conducted in 2017. As part of this study, employers were asked to provide additional information on the requirements for each position. This study found that 80% of the job openings required less than two years of experience; only a third required training above a high school diploma, and 35% required certification or a license.

Ms. Johnston then provided statistics on employee in-migration, which included the states Floridians are moving to, and the states that individuals are leaving to move to Florida. She explained that although Florida loses some of its population to other states, overall, Florida's population is still growing. Using this data and supply and demand analysis, she identified industries that have potential gaps, including accountants, recruitment specialists, and training and development specialists. Registered nurses and software developers did not show up on these lists; however, general rhetoric in Florida is that there is a gap. To explain this difference, Ms. Johnston provided data comparing wages and cost of living across several metropolitan areas to demonstrate that Florida's wages are lower when compared to other metropolitan areas. These wage differences could explain why individuals migrate

elsewhere. This data does not account for taxes, and DEO is trying to find ways to factor in this information.

Governor Silagy encouraged DEO to continue to find ways to incorporate taxes into the adjusted wage comparisons. Governor Scott encouraged the Board to consider and investigate the root causes of some of the changes in employment in an effort to understand how Florida will address these issues.

Governor Lamb asked for Ms. Johnston's reaction to the data regarding employment growth by education and asked for her suggestions on where the Board should focus. Ms. Johnston explained that viewing growth by education level required was a way to place the information within context. In general, the largest number of jobs required no diploma or a high-school diploma, but she also added that these education requirements are not fixed and are not true for every employer.

Governor Stermon asked Ms. Johnston if there were any occupations where there may be too much supply. Ms. Johnston said she could not comment on too much supply because the data is based on historical trends, and the projections are eight-year estimates. However, given the future of work and past trends, any emphasis on entrepreneurship and problem solving, which is adaptable across many domains, are skills that are critical for future needs.

Chancellor Criser added that the Board of Governors has just completed its review of Programs of Strategic Emphasis. While the System targets about 50% of its programs in these areas, it is still important to produce graduates in areas that are not included in Programs of Strategic Emphasis as these areas are also important. Additionally, in the past, the Board office has tracked baccalaureate graduates to determine their employment and education outcomes one, five, and ten years after graduation. The Board office is in the process of updating this study, and the data will help inform the Board of Governors on what students are doing and where they are finding success.

Governor Levine added that some numbers might be misleading because there are some degrees where credentials are increasing, but these degrees do not match up with the job needs.

Chair Cerio thanked Ms. Johnston for the presentation.

4. U.S. News and World Report Rankings

Chair Cerio announced that the next item on the agenda was to hear a presentation on U.S. News and World Report rankings. He explained that the presentation would cover the metrics of the U.S. News and World Report's rankings and how they align with the Performance Based Funding metrics. Chair Cerio introduced Mr. Troy Miller, Deputy Chief Data Officer, to give the presentation.

Mr. Miller explained that the state rankings include five metrics that fall into two categories: degree production and cost to the student. Degree production is measured

by two-year public institutions' and four-year public institutions' graduation rates. The graduation rate that is measured for four-year public institutions is the six-year graduation rate. The other category of cost to the student is measured by low-debt at graduation and tuition and fees. Mr. Miller explained that the State University System (SUS) of Florida's performance is captured by the four-year graduation rate, low-debt at graduation, and tuition and fees. The two-year graduation pertains to the Florida College System and the educational attainment metric is a product of all post-secondary institutions in the state of Florida and in-migration from other states. Mr. Miller then provided data on Florida's performance on these metrics in comparison to the other top 10 states.

Next, Mr. Miller gave an overview of the metrics for U.S. News and World Report's Best Colleges rankings, noting the performance of SUS institutions over the past six years. Specifically, the University of Florida moved up seven spots to be ranked seventh in the nation; Florida State University moved up 22 spots to be ranked 18th in the nation; the University of South Florida moved up 50 spots to be ranked 44th in the nation, and the University of Central Florida moved up 15 spots to be ranked 79th in the nation. Lastly, Mr. Miller demonstrated the alignment between Performance Based Funding metrics and both the U.S. News and World Report's Best States for Higher Education's and Best Colleges' metrics.

Governor Silagy asked if there were cautionary tales or lessons learned from those institutions that have increased or decreased in rankings. Mr. Miller said he would follow-up.

5. Monitoring Pillars of Excellence Progress

Chair Cerio said the next item on the agenda was a presentation on a process for monitoring the expenditure of state funds provided to the System for the Pillars of Excellence for the 2020-2021 Fiscal Year. Chair Cerio recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to provide a draft of the monitoring plan.

Dr. England explained that the Board office submitted a legislative budget request that included funding for the Pillar of Excellence framework, which includes Performance Based Funding, Preeminence, and Universities of Distinction proposals. When the legislative session has ended, and the Board office knows how much funding is allocated, institutions will be asked to revise their spending plans based on the actual funding allocated. Additionally, Board staff will work with institutions on the University of Distinction proposals to review the rankings and metrics that were proposed in the original plans as well as provide historical data for the metrics. Dr. England noted that the timeline was dependent on how the money is allocated and the revision process. Once the Board approves the revised plans, the next step would be for institutions to provide quarterly updates. Board staff will summarize those quarterly reports and present them to the Strategic Planning Committee regularly. The first quarterly report

will be due from the institutions in November of 2020, and then a summary will be given to the Board in January 2021.

6. University of North Florida Strategic Plan

Chair Cerio announced that the next item on the agenda was to consider for approval the University of North Florida's (UNF) 2020-2025 Strategic Plan. Board of Governors Regulation 1.001(3)(c) requires that the University Board of Trustees adopt a strategic plan in alignment with its mission and the Board of Governors' System Strategic Plan. These plans are required to be approved by the Board of Governors. He added that the University of North Florida's Board of Trustees approved the 2020-2025 Strategic Plan and crosswalk on November 1, 2019. Chair Cerio then recognized Dr. David Szymanski, President of the University of North Florida, to present the strategic plan.

President Szymanski provided an overview of the plan noting the mission and vision of the institution. He highlighted UNF's first appearance on the U.S. News and World Reports' Best Colleges list, ranking 140th. He noted that this was a pivot point for UNF and a shift from a regional college to a national college. As UNF continues to grow, he said the goal is to continue to be student-centered and create the next generation of thinkers and problem-solvers. He explained that the plan builds on the institution's core values of integrity, respect, accountability, and innovation. To achieve these goals, UNF is planning to focus on institutional excellence in the areas of research, teaching, service, and athletics. The institution intends to place additional focus in the areas of healthcare, logistics, water, and technology, which are all regional, state, and national needs. He added that the institution plans to pursue research and teaching in these fields while remaining concerned with student well-being and success. As part of providing a unique learning experience for students, President Szymanski noted that strategic partnerships would create experiential learning opportunities and integrate the community into the curriculum. Lastly, the institution plans to focus on precision advising, counseling, and teaching, which would include faculty engagement, undergraduate research, and character development.

Chair Cerio requested that President Szymanski give an overview of the funding crosswalk. President Szymanski stated that currently, UNF scores a ten on three of the Performance Based Funding metrics; however, the goal is to score a ten on all ten metrics within the next five years. Currently, the institution is working on reducing the cost to the student, while increasing retention rates, graduation rates, and the number of Pell Grant-eligible students.

Governor Levine moved to approve the University of North Florida's 2020-2025 Strategic Plan, Governor Frost seconded the motion, and the motion carried unanimously.

7. University of South Florida Consolidation Update

Chair Cerio announced that the next item on the agenda was to hear an update regarding the University of South Florida's (USF) Consolidation Implementation Plan. Chair Cerio explained that the USF-Tampa, USF-St. Petersburg, and USF-Sarasota-Manatee campuses are currently separately accredited by the Southern Association of Colleges and Schools Commission on Colleges. However, Section 1004.335, Florida Statutes, requires that all USF campuses be consolidated and accredited as a single institution by June 30, 2020. On March 27, 2019, the Strategic Planning Committee reviewed the USF's implementation plan, which established a timeline for each step of the consolidation process. Chair Cerio recognized Dr. Steven C. Currall, President of USF, to provide an update on the plan.

President Currall reviewed the USF Consolidation Plan timeline, which was approved by the USF Board of Trustees on March 5, 2019, and presented to the Board of Governors on March 27, 2019. He then reviewed the USF Board of Trustees' guiding principles for consolidation, which include strengthening USF's stature as a preeminent research university, committing to students first, establishing clear and unified leadership, and maximizing performance, service quality, and operational efficiencies. President Currall then listed several accomplishments to date, including the revision of faculty senate and student government bylaws, approval of tenure and promotion guidelines, approval of a new mission statement and goals, and completion of academic program alignment and structure. USF is in the process of preparing the Substantive Change Prospectus as required by the Southern Association of Colleges and Schools Commission on Colleges. Lastly, President Currall provided an overview of the remaining activities that are scheduled to be completed by spring 2020. These activities include completing organizational charts, confirming faculty appointments and assignments, notifying accrediting agencies of new missions and goals, updating student, financial, and human resource systems, and implementing branding, communication, and marketing campaigns.

8. Concluding Remarks and Adjournment

Having no further business, Chair Cerio adjourned the meeting at 2:40 p.m.

Tim M. Cerio, Chair

Disraelly Cruz, Ph.D.
Director, Planning & Policy