

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
CONFERENCE CALL
July 21, 2020

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

1. Call to Order and Opening Remarks

Chair Timothy Cerio convened the meeting on July 21, 2020, at 2:27 p.m. with the following members present: Governors Levine, Felton, Frost, Jordan, Lamb, and Scott. A quorum was established.

2. Minutes of the Strategic Planning Committee Meeting

Chair Cerio asked for a motion to approve the minutes of May 5, 2020 and May 28, 2020 Committee meetings. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

3. Pillars of Excellence Update

Chair Cerio announced that the next item on the agenda was to consider approval of the revised spending plans for those universities receiving funding under the Pillars of Excellence Initiative. He explained that the Pillars of Excellence, a framework for funding System initiatives, was established at the August 29, 2019, meeting. This framework included three pillars, which are Universities of Distinction, Performance Based Funding, and Preeminence/National Rankings. In the fall of 2019, the Board reviewed proposals for two of the pillars. Under the Universities of Distinction Pillar, the Board voted on proposals that identified an area or program identified by the institution that had the potential to become an area of state or national excellence. The Board also heard proposals under the Preeminence/National Rankings Pillar, which identified strategies for enhancing the institution's rankings. Chair Cerio noted that during the 2020 Legislative Session, the University of North Florida received \$6 million, and Florida Gulf Coast University received \$3 million for their Universities of Distinction proposals.

Additionally, Florida State University and the University of Florida each received \$15 million for initiatives that support preeminence and national rankings enhancements. Chair Cerio added that since the Florida Legislature awarded less than the amounts requested in the legislative budget requests, the institutions receiving funding needed to provide a revised spending plan to the Board. Chair Cerio then recognized Vice Chancellor for Academic and Student Affairs, Dr. Christy England, to provide the Board with an overview of the revised spending plans.

Dr. England noted that during the 2020 Legislative Session, the Legislature formally established Universities of Distinction in the Florida Statutes. Dr. England then provided the details of Florida Gulf Coast University's revised spending plan for the Water School. She noted that the goals of the Water School were to increase research capacity and to educate the next generation of scholars who will address the region's environmental issues. The revised plan included funding for additional faculty and staff.

Next, Dr. England provided details on the University of North Florida's MEDNexus initiative, which seeks to connect healthcare providers, students, faculty, and researchers in northeast Florida and become national leaders in healthcare, research, and innovation. In addition to the \$6 million awarded by the Florida Legislature, the University of North Florida also received \$1.5 million from a partnership with Palm Coast and \$500,000 from a partnership with Advent Health. The revised plan included funding for faculty, simulation labs, and scholarships.

Governor Felton inquired about the contingency plans for clinical internships, given the impact of COVID-19. President Szymanski of the University of North Florida explained that there were simulation labs, which would help with the clinical rotations. Additionally, the University of North Florida was working closely with health partners to make sure there are clinical positions.

Next, Dr. England reviewed the revised changes to proposals under the Preeminence/National Rankings Pillar, noting that both Florida State University and the University of Florida received \$15 for national rankings enhancements. Florida State University's revised plan focused on student and faculty success through hiring additional faculty, student services staff, and college life coaches. Dr. England added that the institution plans to also use some funds for additional financial aid and graduate student stipends.

Chair Cerio asked if Florida State University's initiatives were tied to specific U.S. News and World Report's rankings metrics. Dr. England answered that the initiatives could directly affect the rankings as the efforts focus on improving student to faculty ratios, retention, and graduation. Dr. England added that she would follow-up with the institutions regarding how the initiatives specifically impact the U.S. News and World Report's rankings.

Next, Dr. England reviewed the revised changes to the University of Florida's plan, noting that the institution received an additional \$25 million to fund national rankings initiatives. The total allocated was \$40 million. She explained that the funding would be used to hire additional faculty and staff, retain current faculty, and fund scholarships through the Aid-a-Gator fund.

Lastly, Dr. England provided the Committee with a timeline of the Pillars of Excellence process. The next steps are for the institutions to submit quarterly updates on the plans. The first update scheduled to be submitted to the Board office in November of 2020, and the Committee will hear a presentation in January 2021.

Chair Cerio asked for a motion to approve the revised Universities of Distinction spending plans for the University of North Florida and Florida Gulf Coast University, and the revised National Rankings/Preeminence spending plans for Florida State University and the University of Florida excluding those sections of the plans that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Felton moved to approve, Governor Scott seconded the motion, and the motion carried unanimously.

4. 2020 Accountability Plans: Selected Portions

Chair Cerio announced that the next item on the agenda was to consider approval of institutional performance on select portions of the 2020 Accountability Plans, which include key performance indicators, enrollment, and graduation rate improvement plan updates. He specified that the Committee would only be considering the current year's performance and that the Committee would consider approval of out-year goals at a future meeting. Chair Cerio added that during this meeting, the Committee would also consider for approval a list of potential academic programs from the 2020 University Accountability plans and an update from emerging preeminence and preeminence universities.

Dr. England would provide a summary of institutional performance; however, representatives from each institution would be available to answer questions. He added that approval of select portions of the accountability plans did not include approval of portions of the plans that require additional regulatory or procedural review pursuant to law or Board regulation.

Chair Cerio also noted that the university access rate metric for Florida State University and the University of Florida would be discussed at a future meeting. He then recognized Dr. England. First, Dr. England provided data on undergraduate enrollment trends. She noted that there were minimal changes in enrollment over the previous year for the ten largest institutions. Both Florida Polytechnic University and New College of Florida, the two smaller institutions in the System, experienced one-year declines. New College of Florida experienced a 5-year decline of 18%. Dr. England provided additional context to the undergraduate enrollment numbers by showing changes based on different undergraduate enrollment categories. Specifically, six institutions have increased their undergraduate enrollment of new first-time-in-college (FTIC) students over the last five years. Additionally, eight institutions increased growth in the number of returning students. While some increases in FTIC enrollments were planned, increased retention was an indicator of improvement.

Governor Levine commented on Florida Agricultural and Mechanical University's (FAMU) increase in Associate of Arts (A.A.) transfers, noting the improvement is the result of a deliberate strategy to decrease profile admissions and focus on partnerships with Florida College System institutions across the state. Governor Tripp also commended FAMU on its increased growth in this area.

Governor Scott inquired if the enrollment numbers distinguished between part-time and full-time students. Dr. England explained that it varies by the metric. When looking at headcount, the students are counted equally; however, FTIC takes into account a students' enrollment status. The enrollment information being presented was based on headcount.

Chair Cerio asked for more information regarding Florida Polytechnic's 149% increase in returning students. Dr. England explained that the five-year trend exceeded 100% in part due to institutional growth. As one of the newest institutions, Florida Polytechnic went from a returning student headcount of 307 to a headcount of 755.

Dr. England then provided the Committee with an overview of the three institutions with the largest enrollment growth and the four institutions with the largest decline. The three institutions with the largest growth were the University of Florida, the University of Central Florida, and the University of North Florida. The four institutions with the largest declining enrollments were New College of Florida, the University of West Florida, Florida Agricultural and Mechanical University, and Florida Atlantic University. For those three institutions with the largest growth, increased retention was a factor for all three institutions.

Next, Dr. England reviewed institutional data on the percent of undergraduates completing 15 credit hours in the fall term. She noted that this metric is an important indicator for a student completing a bachelor's degree. This year, seven institutions improved on this metric. Additionally, over the last five years, Florida State University and the University of North Florida have improved by 11 percentage points and have improved every year for the previous five years.

Dr. England then provided the Committee with an overview of institutional performance on key performance indicators. The overview demonstrated which institutions met their approved goals for the 2019-2020 Academic Year. She noted that some institutions that missed goals may have only slightly missed the goal or missed an aspirational goal but may still be making good progress.

Dr. England explained that she would only be covering a few metrics in greater detail. She began by providing data on the three-year graduation rates for Florida College System A.A. degree transfers. She noted that this metric was one of the new metrics added last fall, and there were no approved goals for this metric. Two institutions, Florida Polytechnic and New College of Florida, were not included in the analysis of this metric because the transfer classes were too small to report. However, of the ten other institutions, seven institutions saw an increase in this metric over the previous year. Florida International University, Florida State University, and the University of Florida were at or above the Board's 2025 Strategic Plan Goal of 62%. Dr. England added that Florida Agricultural and Mechanical University had increased its 3-year graduation rate by 18 percentage points over the last five years.

Next, Dr. England reviewed institutional performance on four-year graduation rates for FTIC Pell students. This metric is another metric that was added to the Board's 2025

Strategic Plan in October of 2019; therefore, there were no approved goals for this metric. She noted that the Board's 2025 Strategic Plan's goal was 54%. Ten institutions increased their graduation rates for Pell students over the previous year. Florida Atlantic University, Florida International University, the University of North Florida, and the University of South Florida increased their four-year graduation rates every year for the last five years. Additionally, Florida Gulf Coast University's seven percentage point increase was the largest single-year increase, followed by the University of Florida's six percentage point increase.

Dr. England then presented data on the percentage of bachelor's degrees awarded to African American and Hispanic students. This year, eight institutions improved on this metric, with nine institutions meeting or exceeding their approved goals. Florida Agricultural and Mechanical University, Florida Atlantic University, and Florida International University have already exceeded the Board's 2025 Strategic Plan goal of 46%.

Next, Dr. England provided an overview of institutions' licensure pass rates. She explained that there were seven types of programs in the System that led to licensure, including nursing, physical therapy, medicine, veterinary, dentistry, and law programs. Dr. England noted that the benchmarks for each exam are either state or national averages. She clarified that she would only be reviewing performance on nursing, physical therapy, pharmacy, and law exam passage rates.

First, Dr. England reviewed nursing exam passage rates. This year, the national benchmark for the nursing exam was 91%. Nine of the ten institutions with nursing programs were above or tied with the 2019 national benchmark. Four institutions have improved on last year's first-time pass rates. Dr. England highlighted Florida Gulf Coast University's passage rate noting that this is the second year in a row that the institution has had a 100% passage rate. She added that Florida Agricultural and Mechanical University's passage rate was below the benchmark, and it has been below the benchmark for five years.

Governor Levine commented that Florida Agricultural and Mechanical University recently hired a new dean, and passage rates are an area of focus. Although Florida Atlantic University's passage rates were above the benchmark, Governor Levine expressed concern regarding the two consecutive years of decline. Lastly, he noted that with all exams, if an institution is below the benchmark or there have been two years of consecutive decline, there should be an explanation of the institution's strategy to address the exam passage rates.

Governor Lamb echoed Governor Levine's comments noting that there are possible correlations between exam performance and student debt, student success, and faculty. He added that he would also like to see action plans. Board Chair Kitson mentioned that there might be opportunities to draw best practices from other institutions in the System.

Governor Felton commented that passage rates show how well the program is preparing students for the national boards. In the past, there have been discussions of curriculum changes; however, these changes often take two years to go into effect. He noted that his concern is that there are students who are currently in the programs and are ready to take the exams. He wanted to know more about what programs were doing for those students. He also asked about the overall passage rates for those institutions that are below the benchmark or have experienced declines.

Governor Scott added that it is important to follow-up with those students who did not pass the first time. Governor Scott inquired about exam preparatory courses. Dr. England answered that there had been some discussion among the nursing deans regarding this type of strategy. Governor Tripp suggested that the Board have institutions present plans to improve passage rates.

Next, Dr. England reviewed the first-time exam pass rates for physical therapy. There were seven programs in the System that prepare students for this exam. This year, five institutions were above the national benchmark of 92%. Dr. England noted that the University of Central Florida had maintained a passage rate at or above 98% for the past five years. The two programs below the benchmark were Florida Agricultural and Mechanical University and Florida International University.

Dr. England then reviewed the first-time exam pass rates for pharmacy. There were three programs in the System that prepare to take the pharmacy exam. Both the University of Florida and the University of South Florida were at or above the benchmark of 88%.

Dr. England presented data on institution performance on the law exam. She reported that three out of four of the law schools had passage rates above the state benchmark of 74%. Dr. England highlighted that Florida State University's passage rates had improved every year for the past five years.

Board Chair Kitson commented that the Committee should take a closer look at the issues with licensure passage rates. Chair Cerio agreed.

In summarizing the institutions' performance on key performance indicators, Dr. England reviewed year-over-year performance. She noted that many of the institutions either improved or sustained their performance over last year's performance.

Next, Dr. England reviewed the academic coordination portion of the accountability plans. She explained that this portion shows which programs the institutions are considering implementing over the next few years. For the 2020-21 academic year, institutions were considering implementing 62 academic programs. Of these programs, 79% would be in programs of strategic emphasis. She reported that five additional programs might qualify as a program of strategic emphasis when the Committee updates the list in the fall as a result of an update to the National Center for Education Statistic's Classification of Instructional Programs.

Dr. England then alerted the Committee to a situation with New College's Data Science program, which is currently their only master's program. The program was receiving state funding through a separate line in the budget; however, the Governor recently vetoed the funding. Currently, there are 33 students in the program. The Southern Association of Colleges and Schools Commission on Colleges requires that all institutions teach-out students in programs that are terminated. New College staff have identified carry-forward funds to teach-out the program over the next two years. However, New College's staff need additional time to develop a long-term transition plan for the program. Since the most recent update to the National Center for Education Statistic's Classification of Instructional Programs includes new categories for data science, this creates an opportunity for New College to create a new program. Dr. England recommended deferring approval of New College's academic program coordination section to allow the institution additional time to develop a plan.

Dr. England then provided an overview of the graduation rate improvement plan updates. She noted some common themes in the updates, including increased financial support, offerings of in-demand courses, number of students taking 15 credit hours a semester, and improved students support services. Over the last five years, the System has seen four-year graduation rates increase by 12 points.

Lastly, Dr. England provided the update for Preeminent and Emerging Preeminent Universities. The three Preeminent Universities, Florida State University, the University of Florida, and the University of South Florida, met all twelve metrics. To achieve Emerging Preeminence Status, the institution must meet a minimum of six of the metrics. The two Emerging Preeminence Universities, Florida International University and the University of Central Florida, met more than six of these metrics.

Chair Cerio commended all the institutions on their success. He noted improved institution performance on four-year graduation rates for Pell students. Additionally, he commended institutions on their efforts to reduce time-to-degree, which has resulted in the System rate decreasing to 4.2 years. Lastly, he recognized institutions on their undergraduate enrollment growth and the increases in retention.

Chair Cerio then asked for a motion to approve the following sections of Florida Agricultural and Mechanical University's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Lamb moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of Florida Atlantic University's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to

law or Board regulations. Governor Jordan moved to approve, Governor Lamb seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of Florida Gulf Coast University's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Frost moved to approve, Governor Lamb seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of Florida International University's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve Florida International University's Emerging Preeminence State Research University Annual State update. Governor Frost moved to approve, Governor Lamb seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of Florida Polytechnic University's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Jordan moved to approve, Governor Lamb seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of Florida State University's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Frost moved to approve, Governor Felton seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve Florida State University's Preeminent State Research University's Annual Status update. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of the New College of Florida's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, excluding the out-year portion of

each section and those sections of the plan that require additional regulatory or procedural review or approval pursuant to law or Board regulations, deferring action on the academic program coordination section, with the requirement that New College comes back to the Board in September with a revised list. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of the University of Central Florida's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Jordan moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

Next Chair Cerio asked for a motion to approve the University of Central Florida's Emerging Preeminence State Research University Annual Status update. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of the University of Florida's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Next, Chair Cerio asked for a motion to approve the University of Florida's Preeminent State Research University Annual Status update. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the following sections of the University of North Florida's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Next, Chair Cerio asked for a motion to approve the following sections of the University of South Florida's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Chair Cerio then asked for a motion to approve the University of South Florida's Preeminent State Research University Annual Status update. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

Lastly, Chair Cerio asked for a motion to approve the following sections of the University of West Florida's 2020 Accountability Plan relating to key performance indicators, enrollment, graduation rate improvement plan update, and proposed academic program coordination, excluding the out-year portion of each section and those sections of the plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations. Governor Frost moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

5. Concluding Remarks and Adjournment

Chair Cerio thanked the staff at each institution for preparing the annual accountability plan and for supporting student success. He noted that in September, the Committee would hear a presentation on how the State University System is performing on these metrics and its progress towards meeting the Board's 2025 Strategic Plan goals.

Having no further business, Chair Cerio adjourned the meeting at 3:46 p.m.

Timothy Cerio, Chair

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