

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FL
October 3, 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 October 3, 2019, at 8:35 a.m. with the following members present: Governors Cerio, Felton, Frost (by phone), Huizenga, Lamb (by phone), Levine (by phone), and Scott. A quorum was established.

2. State University System 2025 Strategic Plan Mid-Course Correction

Chair Jordan stated that the first item on the agenda was to continue the review and discussion of the Board's 2025 Strategic Plan's metrics to determine whether any warranted adjustment. At the August Board Meeting, the Committee requested additional information on certain metrics. Also, Board staff identified three metrics that still needed recommendations from the Committee. Chair Jordan noted it was important that the Committee finalize the final few metrics so that the revised draft of the strategic plan could be considered for approval at the October 30th meeting. Chair Jordan then recognized Dr. Christy England, Vice Chancellor for Academic and Student Affairs, to provide the presentation.

Dr. England reviewed the progress on the first metric, which is the percentage of baccalaureate graduates who are employed or are continuing their education. She noted that in the past, it has been discussed to align this metric with the performance-based funding metric, which includes a wage threshold of \$25,000 annually. At the last meeting there had been some discussion regarding the appropriateness of the \$25,000 threshold since this wage was based on individuals with a high school diploma. She added that Board staff updated the analysis that was initially used a few years ago to generate the \$25,000 threshold. Recent census data showed that wages for Floridians age 25-35 had increased. Dr. England then reviewed recent census data for those with high school diplomas, those with some college, those with college degrees, and SUS graduates. Dr. England provided the Committee with options including leaving the metric as is, changing the metric to add a threshold, deciding what that threshold would be, and what the new goal would be. She noted that the current goal for those currently enrolled or employed is 90% and that the system is presently at 76%. If the \$25,000 wage threshold was added, the system would be at 68%. Dr. England added that this metric is one of the most difficult for the institutions to influence since employers set the wages.

Board Chair Lautenbach asked Dr. England for her recommendation. She recommended including a wage threshold, but the \$25,000 seemed too low. She added that equipping students with wage data could assist them during salary negotiations.

Board Chair Lautenbach stated that if one used the minimum wage of \$15 per hour, it would be \$30,000 annually. He stated that this would be a good threshold to use. Governor Huizenga agreed and added that wages are important, especially when considering student debt. He suggested that the percentage goal be amended to 80%. Governor Lamb commented that he thought the \$25,000 was also outdated. He agreed with \$30,000 and suggested revisiting the wage threshold more often. Governor Lamb then asked for information about what the Board or institutions were doing to improve this metric. Dr. England responded that at the October 30th Board meeting, there will be an information brief on what career services centers are doing to reach performance-based funding metrics 1 and 2.

Governor Stermon asked if the pending ballot initiative to raise the minimum wage was a factor. Chancellor Marshal Criser mentioned that the pending ballot initiative was a factor that could come into play but that it was outside of what the System was doing. The focus of the System is to emphasize the value of a college education.

Governor Cerio asked if the Committee would still want to track employment and thus have two metrics instead of just one metric which considers employment at a threshold. Chair Jordan responded that she did not see the need to separate the metric into two metrics.

Chair Jordan then stated that there was a consensus to increase the wage threshold to \$30,000 annually and change the goal of the metric to 80%. Chancellor Criser added that the reduction was not to lower expectations but to set goals that would move the System from 68%.

Chair Jordan then recognized Dr. England to present the next metric. Dr. England reviewed the status of the next metric, which was graduation rates for AA transfer students. She added that since 2013, there has been little to no change in three-year graduation rates for AA transfer students. Dr. England provided the staff suggestion, which was to add a new metric that used the three-year graduation rate for full-time and part-time AA transfer students. The current graduation rate is 57%.

Chair Jordan responded that adding the metric seemed logical. Board Chair Lautenbach agreed.

Dr. England presented the next topic, which was the addition of an undergraduate research question. After consulting with the Council of Academic Vice Presidents, it was requested that the question include other creative activities in addition to research. This would capture some of the work in the fine arts. As there were no comments or suggestions, Dr. England explained the last suggested change which was the total research and development expenditures. At the last Committee meeting it was requested that a plan be put together to reach the \$3 billion goal. She mentioned that

Governor Levine and the vice presidents for research have agreed to work together on the plan and will begin the work later in October. She concluded her presentation by noting that a revised copy of the strategic plan and programs of strategic emphasis will be presented at the October 30th meeting.

3. Preeminent Universities 2020-21 Legislative Budget Requests

Chair Jordan announced that the next item on the agenda was to consider approval of the 2020-2021 Legislative Budget Requests for preeminent universities. She explained that the Committee will only be considering the institutions' plans to sustain preeminence and increase national rankings. The Committee would defer to the Budget and Finance Committee any actions on the amount of the request, which would meet on October 30th.

a. Florida State University

Chair Jordan recognized the President of Florida State University, John Thrasher, to present the legislative budget request. President Thrasher presented the legislative budget request of \$50 million dollars, which would fund advancements in faculty success, graduate student success, and undergraduate student success. President Thrasher then recognized the Provost and Executive Vice President of Florida State University, Dr. Sally McRorie, who provided additional detail on the path to improve faculty, graduate, and undergraduate student success. This plan includes hiring 200 faculty across the campus. Increasing the faculty would result in smaller classes, greater research opportunities, and improving faculty-student mentorships. The additional funding will help in recruiting top-quality graduate students, provide competitive graduate stipends, increasing academic advisors, and providing additional financial aid to undergraduate students.

Governor Kitson commended Florida State University on its movement in the rankings and their four-year graduation rates. Governor Silagy inquired about the 200 faculty and if there were specific disciplines being targeted. President Thrasher noted that investing in faculty was important. Provost McRorie reviewed the process for requesting new faculty and noted that deans and department chairs would need to indicate on the proposal how request for faculty would meet the needs of Florida State University's Strategic Plan and the goals of the state. These include such areas as the medical school, the law school, STEM, and the arts. Governor Kitson asked for a projection on the number of faculty that could feasibly be hired in a year. Provost McRorie noted that Florida State University hired 250 new faculty members two years prior.

Chair Jordan entertained a motion to recommend Florida State University's 2020-2021 Legislative Budget Request to sustain preeminence and improve national rankings to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that

committee. A motion was made by Governor Frost, seconded by Governor Lamb, and the motion carried unanimously.

b. University of Florida

Chair Jordan announced that the next legislative budget request would be from the University of Florida and recognized President of the University of Florida, Dr. W. Kent Fuchs, to provide the presentation. President Fuchs presented the legislative budget request of \$50million, which would focus on student success, student-to-faculty ratio, and merit-based compensation of faculty and staff. He noted that an increase of faculty by 125 would result in a smaller faculty-to-student ratio. The goal was to recruit nationally renowned faculty and provide them with the research space and staff to support their research, which would in turn result in greater research funding.

Governor Huizenga asked for clarification regarding updates to the animal care facility and laboratory spaces. President Fuchs explained that the funds would help cover some of the costs, but the rest of the costs would need to come from philanthropy and cost-savings within the institution. Governor Kitson asked what impact the 125 faculty members would have on the faculty-to-student ratio. President Fuchs answered that it would get the ratio closer to 1-to-16. Governor Felton asked if there were any space concerns with hiring 125 new faculty members. President Fuchs noted there were challenges, but through reallocation, conservation of space, and remodeling of spaces, the university would be able to meet the space faculty need. He acknowledged that some of these issues would be resolved through money that is not being requested from the legislature. President Thrasher agreed with President Fuchs in regards to remodeling spaces in addition to other facilities that have been requested from the legislature.

Chair Jordan entertained a motion to recommend the University of Florida's 2020-2021 Legislative Budget Request to sustain preeminence and improve national rankings to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Scott, seconded by Governor Huizenga, and the motion carried unanimously.

c. University of South Florida

Chair Jordan announced that the next legislative budget request would be from the University of South Florida and recognized President Steven C. Currall, to provide the presentation. President Currall presented the legislative budget request of \$50 million, which would fund faculty recruitment and retention, activities to improve retention rates, increase student access, and support research initiatives.

Governor Levine noted how close some of the top SUS institutions were to other institutions with higher total research expenditures. He agreed that the hiring of more faculty and creating more research space was critical. He suggested adding a metric

that would measure to what extent the increase in faculty was producing more research expenditures.

Governor Kitson asked about the AAU universities and asking whether or not the University of South Florida was aspiring to be an AAU institution. President Currall agreed and said it was one of the aspirations of the institution.

Chair Jordan entertained a motion to recommend the University of South Florida's 2020-2021 Legislative Budget Request to sustain preeminence and improve national rankings to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Huizenga, seconded by Governor Lamb, and the motion carried unanimously.

4. Universities of Distinction 2020-21 Legislative Budget Requests

Chair Jordan announced that the next item on the agenda was to consider approval of the 2020-2021 Legislative Budget Requests for Universities of Distinction. She explained that the Committee will only be considering the approve the institutions' proposals as qualifying as a Universities of Distinction proposal. The Committee would defer to the Budget and Finance Committee any actions on the amount of the request, which would meet on October 30th.

a. University of Central Florida

Chair Jordan recognized the Interim President of the University of Central Florida, Thad Seymour, to present the legislative budget request, which would aid in positioning the university as a leader in producing high-quality STEM talent. The legislative budget request would fund additional faculty members, invest in bridge programs, and laboratory and equipment upgrades.

Governor Huizenga inquired about the space available to house new faculty. Interim President Seymour answered that he was confident the new faculty would have the space needed. Governor Felton asked if these changes would have an impact on students currently enrolled in the program. Interim President Seymour explained that current students would benefit from reduced faculty-to-student ratios and hopefully improve four-year graduation rates.

Chair Jordan entertained a motion to recommend the University of Central Florida's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Huizenga, seconded by Governor Scott, and the motion carried unanimously.

b. New College of Florida

Chair Jordan recognized the President of the New College of Florida, Dr. Donal O'Shea, to present the legislative budget request, which would aid the institution in providing a more personalized educational experience that would prepare them for the changing nature of work through experiential learning and post-college planning.

Governor Huizenga asked if the \$1.3 million was associated with the funds requested to double the size of the institution. President O'Shea replied that it was in addition to those funds.

Chair Jordan entertained a motion to recommend the New College of Florida's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Frost, seconded by Governor Cerio, and the motion carried unanimously.

c. Florida Polytechnic University

Chair Jordan recognized the President of Florida Polytechnic, Dr. Randy Avent, to present the legislative budget request, which would fund efforts to create an engineering program of distinction. The institution plans to do so by increasing scholarships, improving student success, growing the student body, and improving retention and graduation rates.

Governor Jordan asked what the immediate year one impacts. President Avent explained the first step is to develop two new programs and curricular enhancements. The institution plans to hire six student-face staff to help with student success. The institution will continue to hire faculty and work on its relationships with peer institutions. Governor Kitson inquired about the autonomous track. President Avent mentioned they are working with the Advanced Mobility Institute, but those funds were not included in this request.

Chair Jordan entertained a motion to recommend Florida Polytechnic's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Huizenga, seconded by Governor Frost, and the motion carried unanimously.

d. Florida Agricultural and Mechanical University

Chair Jordan recognized the President of Florida Agricultural and Mechanical University, Dr. Larry Robinson, to present the legislative budget request, which would support strategic investments in the areas of public health and health administration.

Governor Huizenga asked how many students would graduate from the advanced degrees. President Robinson explained that the School of Public Health has just over 100 students in both programs. It was expected there would be an additional 35 to 50 students per year between these two programs. Governor Felton asked if there was a recruitment plan for these students and if there was an opportunity to link some of the undergraduate programs to the graduate programs. President Robinson mentioned there was a Health Sciences undergraduate student. The challenge was not recruitment, but funding students in the program.

Chair Jordan entertained a motion to recommend Florida Agricultural and Mechanical University's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Cerio, seconded by Governor Lamb, and the motion carried unanimously.

e. University of North Florida

Chair Jordan recognized the President of the University of North Florida, Dr. David Szymanski, to present the legislative budget request and provide an update on last year's legislative budget request. President Szymanski began by discussing efforts made to improve student success through providing additional scholarships, increasing faculty in strategic areas of emphasis, and improving services and advising. President Szymanski then presented the university's plan to bring the institution's strengths in healthcare, local institutions, together to create a medical nexus.

Governor Kitson inquired about the unique employment needs of the community. President Szymanski noted that data analytics was a growing area and innovative medical technology. Governor Huizenga asked if the Palm Coast expansion would require approval of the Board. President Szymanski mentioned that it would in the future, but it would not impact SACSCOC accreditation. Governor Huizenga asked President Szymanski to develop some metrics to measure the impact of proposal.

Chair Jordan entertained a motion to recommend the University of North Florida's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Huizenga, seconded by Governor Cerio, and the motion carried unanimously.

f. Florida Atlantic University

Chair Jordan recognized the President of Florida Atlantic University, Dr. John Kelly, to present the legislative budget request. President Kelly began by providing an update on the impact of the previous year's funding and the institution's improvement in national

rankings. President Kelly then presented the institution's plan to become a leader in applied artificial intelligence and data analytics.

Governor Cerio commended President Kelly on the proposal and the specificity of the proposal expressing the specificity aids in explaining to the legislature the need for the program.

Chair Jordan entertained a motion to recommend Florida Atlantic University's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Huizenga, seconded by Governor Scott, and the motion carried unanimously.

g. Florida Gulf Coast University

Chair Jordan recognized the President of Florida Gulf Coast University, Dr. Michael Martin, to present the legislative budget request. President Martin began by updating the Committee on the increase in four-year graduation rates. He then presented the area of distinction, which would be the institution's water school. President Martin introduced the Vice President for Budget's, David Vasquez, to provide additional detail on the water school. The water school brings together faculty in the sciences, engineering, and business.

Chair Jordan asked if the institution was considering partnerships with other SUS institutions. President Martin explained that the director of the school is a part of a larger cluster of scientists around the state. Governor Huizenga requested that the institution develop metrics for measuring the impact of the funding. President Martin replied the institution will begin working on providing additional detail.

Chair Jordan entertained a motion to recommend Florida Gulf Coast University's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Huizenga, seconded by Governor Felton, and the motion carried unanimously.

h. Florida International University

Chair Jordan recognized the Provost of Florida International University, Dr. Kenneth Furton, to present the legislative budget request. Provost Furton began by providing an update on last year's operational support, which went to fund faculty, scholarships, and learning assistants. Next, Provost Furton presented the legislative budget, which would position the institutions as a leader in environmental resilience. This includes implementing a coastal monitoring program and educating the workforce in this area.

Chair Jordan entertained a motion to recommend Florida International University's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Huizenga, seconded by Governor Lamb, and the motion carried unanimously.

i. University of West Florida

Chair Jordan recognized the President of the University of West Florida, Dr. Martha Saunders, to present the legislative budget request, which would support the institution's goal to increase its cybersecurity program and becoming a leader in the industry.

Chair Jordan inquired about collaboration with other institutions. President Saunders noted that the institutions belong to the same consortia. UWF's focus has been workforce and research will expand as a result. Governor Huizenga requested additional information or metrics to measure the success of the investment.

Chair Jordan entertained a motion to recommend the University of West Florida's 2020-2021 Legislative Budget Request as qualifying as a Universities of Distinction Proposal to the Budget and Finance Committee, excluding those sections of the request that required any additional regulatory or procedural review or approval pursuant to law or Board regulations, and deferred any action on the amount of funding requested to that committee. A motion was made by Governor Cerio, seconded by Governor Huizenga, and the motion carried unanimously.

5. Concluding Remarks and Adjournment

Having no further business, Chair Jordan adjourned the meeting at 11:46 a.m.

Darlene Jordan, Chair

Disraelly Cruz
Assistant Director, Academic Affairs