

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
September 16, 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 September 16, 2020, at 9:01 a.m. with the following members present: Governors Levine, Frost, Huizenga, Jordan, Lamb, Self, and Silagy (9:54 a.m.). A quorum was established.

2. Minutes of the Strategic Planning Committee Meeting

Chair Cerio asked for a motion to approve the minutes of the July 21, 2020, committee meeting. Governor Jordan moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

3. 2020 System Accountability Plan

Chair Cerio announced the next item on the agenda was to consider approval of the 2020 System Accountability Plan. Board Regulation 2.002 requires the Board of Governors to annually submit a State University System summary to the Governor, the President of the Senate, and the Speaker of the House of Representatives. Chair Cerio noted that at its May 2020 and July 2020 meetings, the committee approved the 2020 university accountability plans, excluding out-year portions, for each System institution and approved proposed academic programs for each institution except New College. Using this data, Board staff developed the System summary.

Chair Cerio mentioned that at the July 2020 meeting, the committee deferred action on New College's proposed academic programs in its 2020 accountability plan. This delay was to give the institution additional time to develop a transition plan for the Master's in Data Science program. Chair Cerio added that before an academic degree program can be moved into the one-year out category of the accountability plan, Board Regulation 8.011 states that the program pre-proposal must be reviewed by the Council of Academic Vice Presidents Academic Coordinating Group. The next meeting of this group is September 24, 2020, and New College's proposed academic programs will be considered for approval at the November Strategic Planning Committee meeting.

Chair Cerio then recognized Dr. England, Vice Chancellor for Academic and Student Affairs, to provide an overview of the 2020 System Accountability Plan. Dr. England opened by stating that the presentation would provide an overview of the System summary, including the performance based funding metrics, enrollment, key-

performance indicators, and preeminence metrics. Dr. England added that given the unknown impact of COVID-19, out-year goals would be discussed at a later date.

Dr. England gave some highlights of the System summary. Over the past five years, the System has experienced a ten percentage point increase in four-year graduation rates, meaning more students are completing their education on time. She added that the cost to the student continues to decline, making post-secondary education in Florida more affordable than it has ever been. Dr. England noted that System graduates were finding employment and earning higher median wages than in the past. Additionally, research expenditures continued to grow and were currently over \$400 million.

Next, Dr. England reviewed the System's performance on the percent of bachelor's enrolled or employed and earning \$25,000 or more one year after graduation. Over the past five years, the System's rate has improved by four percentage points, with a one-year change of two percentage points. Dr. England stated that these improvements were largely due to the universities and the career centers working diligently to help students be successful beyond graduation.

The second metric highlighted by Dr. England was the median wages of bachelor degree recipients who were employed full-time one year after graduation. After several consecutive years of little or no growth, Dr. England stated that the median wages of System graduates increased by over \$1,000 in the last year and is within \$3,300 of the new 2025 Board Strategic Plan goal of \$43,200. When the median wages of System graduates are compared with those of high school graduates, there is more than a \$17,000 difference, demonstrating the added value of a bachelor's degree.

Chair Cerio stated that the System's performance appears to be on-trend and not behind the curve. Dr. England noted if the System continues to improve at a similar pace as this past year, the System would be well-positioned to meet the goal. She added that next year's report would include pre-COVID-19 wages, which should move the needle more; however, the following year may be a little uncertain.

Dr. England then highlighted that the System continues to reduce the average cost to students, and in the last five years the cost has fallen by more than \$8,000. She added that this metric is heavily influenced by large increases in financial aid through the generous support of the Legislature and the Governor.

Next, Dr. England reported that the System's academic progress rate has gradually increased over the last five years, and the System is only three percentage points away from the 2025 Board Strategic Plan goal of 90%.

Dr. England then shared that the four-year graduation rate for FTIC students has increased ten percentage points over the last five years. She stated that this increase is the equivalent of an additional 4,200 graduates annually. Dr. England said the System is ten percentage points away from the 2025 Strategic Plan goal of 65%, approved by the Board in October 2019. She noted that the rapid rise in graduation rate reflects the universities' hard work and commitment to student success and timely completion.

Dr. England then presented the four-year graduation rate for FTIC full-time Pell recipients, a new metric added to the 2025 Board Strategic Plan in October of 2019. She reported the 2025 goal was set at 54%, and the System's current performance was 50%. She noted a five percentage point difference between the current Pell recipient graduation rate and the FTIC four-year graduation rate of 55%, which shows the System is closing the gap between the two groups. Governor Kitson noted that both graduation rates were increasing and that, in the future, the goal for the Pell grant graduation rate should be the same as the goal for the four-year graduation rate for all students, which is 65%.

Next, Dr. England presented the second new metric incorporated into the 2025 Board Strategic Plan, the Florida College System (FCS) Associate of Arts (AA) transfer students' three-year graduation rate. She reported that the current rate is 60%, which is only two percentage points away from the 2025 Board Strategic Plan goal of 62%. She noted that some of this improvement was due to the increased focus on AA transfer student success that began several years ago with the Board's Select Committee on 2+2 Articulation and the institutions' positive response to the program.

Dr. England then highlighted the number of degrees awarded. The System has awarded 8,139 more undergraduate degrees in the last five years and the number of graduate degrees increased by 1,384 in the same time period.

Next, Dr. England reviewed the System's performance on total research expenditures. Dr. England noted that during the 2018-19 academic year, the System spent \$2.27 billion on research expenditures, which increased by \$150 million over the prior year. These expenditures included funding from federal, state, private, and institutional sources. She noted that the 2025 Board Strategic Plan goal was \$3 billion.

Lastly, Dr. England provided information on the System's undergraduate enrollment. Compared to last year, the System's undergraduate enrollment increased by less than one percent. Over the last five years, the System's overall undergraduate enrollment has increased by four percent. She then provided the Board with information comparing the different groups that make up the overall undergraduate enrollment: new FTIC, returning FTIC, FCS AA transfers, other transfers, and post-baccalaureate students. In comparing the one-year changes to the five-year changes, she noted that the growth in new FTIC students had started to slow in recent years. However, institutions were reporting increases in returning FTIC students. This shift was in large part due to initiatives supporting student success and retention. Dr. England also noted there was a slight decline in FCS AA transfer students. When reviewing the institutional data, Board staff found that some institutions were experiencing increases in FCS AA transfer students, while others were experiencing declines. She added that Board staff will continue to analyze and review the data and will report the findings to the committee at a later date.

Chair Cerio thanked Dr. England and congratulated the institutions on meeting and exceeding metric goals.

Governor Schneider inquired about the decreasing cost to the student and asked how universities are expected to decrease costs while providing the necessary student services and resources. Chancellor Criser explained that through funding initiatives, such as Performance Based Funding (PBF), the state has been one of the principal supporters of students and the cost of their education. PBF has allowed institutions to gain funds that they have been able to reinvest towards succeeding in PBF metrics. One way institutions have reduced the cost to the student is through investing in scholarships. Chancellor Criser added that one of the most important goals has been to help students graduate within or close to 120 credit hours, which reduces the cost of the degree. He added that institutions may also find other ways to reduce the cost to the student through university investment, private fundraising, and leveraging the state investment through performance funding. Governor Kitson commented that the System has had great support from the Legislature. He added that while the COVID pandemic may have impacted the state budget, he hopes the System will play a key role in Florida's economic recovery.

Governor Levine also provided some historical context. He noted that from 2008 to 2010, there was a massive shift in cost to students and the Legislature was making cuts to university funding while tuition was increasing by double digits every year. He continued, saying in 2011-2013 there was a clear direction from the state for the Board of Governors to hold the line on tuition, and, in return, the state would put more resources into higher education. He added that the state was willing to invest more into higher education but wanted the funds tied to student success outcomes, which is how PBF and preeminence were created. These changes have helped the System be ranked the best in the country.

Governor Self noted that of all the metrics presented, current research expenditures seemed to be the farthest away from its 2025 Board Strategic Plan goal. He added that the key to increasing research expenditures was faculty. He said supporting, engaging, recruiting, and retaining faculty will improve performance on this metric as well as have impact on other metrics. Governor Self also noted universities will have to balance the needs of students and bringing in more faculty.

Governor Edge asked to see a comparison between median salaries of trade skills positions against those of college graduates. Chair Cerio agreed that it would be a good idea to use the data as a comparison point and that the data may be obtained from the Talent Development Council.

Chair Cerio entertained a motion to approve the 2020 System Accountability Plan, excluding the out-year portions of the plan and excluding those sections 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.

4. Programs of Strategic Emphasis CIP 2020 Update

Chair Cerio announced that the next item on the agenda was to consider approval of an update to the Programs of Strategic Emphasis (PSE). He explained that the PSE list is a tool for aligning System degree production goals with Florida's economic and workforce needs. The PSE list is derived using the Classification of Instructional Programs (CIP), which is updated every ten years. He added that every time there is an update, Board staff must review the PSE list to ensure the programs on the list are aligned with Florida's current workforce needs.

Chair Cerio recognized Mr. Roger Strickland, Director of Economic Development, to present the recommended changes to the PSE list based on the CIP 2020 changes.

Mr. Strickland started the presentation by providing a brief overview of the process to establish the PSE list. He stated that there are five approved PSE categories, which are Education, Healthcare, Global Competitiveness, STEM, and Gap Analysis. The most recent update marks the fifth time Board staff has conducted this analysis, with the most recent changes to the list approved in the fall of 2019. Last fall's changes were due to economic developments, whereas the latest update was prompted by recent changes to the CIP codes. He noted that the importance of performing periodic updates of the list as the list is used in key Board planning documents and for PBF. Mr. Strickland stated that the 2019 and 2020 updates would take effect for the 2020-2021 academic year if approved and would be reported in the 2022 accountability plans.

Next, Mr. Strickland provided reported that every ten years, the National Center for Educator Statistics updates the CIP code list, which triggers the Board review to align the PSE list with the new CIP codes. He said the review of the updated CIP was carried out in several phases. The first phase included identifying which programs should be deleted or automatically added to the list based on the Board's most recently approved PSE methodology. He said the majority of the recommended additions were automatic and based on the current rules for selecting a PSE. He also said a number of existing programs were moved from one CIP code to another CIP code, and those were automatically recommended for inclusion if they were previously identified as a PSE. In the next phase, programs were evaluated individually by looking at the title and definition to determine if they should be recommended for inclusion. A separate review for the Gap Analysis category, which used the most recent methodology and the new CIP 2020 to SOC 2018 Occupational Crosswalk, resulted in several new programs being recommended for inclusion. After completing all phases of the analytical work, Mr. Strickland said the list of recommended changes was shared with the institutions for review, and their feedback was considered when compiling the final list of recommendations. He noted that after reviewing 458 new program codes, Board staff are recommending 141 programs be added to the PSE list.

Mr. Strickland stated the complete list of recommended changes were included in the meeting documents and represented all possible programs, many of which are not offered in the SUS. He concluded by reporting that of the 727 current PSE's, 226 (31%) were currently offered in the SUS, while 141 new programs were being recommended to be added. He noted the end result was a three-point reduction in the percentage of all programs that would qualify as a PSE.

Chair Cerio thanked Mr. Strickland for the presentation and his work.

Chair Cerio then asked for a motion to approve the 2020 update to the Programs of Strategic Emphasis, including the supporting methodology. Governor Levine moved to approve, Governor Jordan seconded the motion, and the motion carried unanimously.

5. Professional Licensure and Certification Exam First-Time Pass Rates

Chair Cerio stated that the next item on the agenda was to hear a presentation on professional licensure and certification exam passage rates. He explained that at the May 2020 and July 2020 meetings, the committee considered for approval universities' accountability plans. During these meetings, there was a discussion on professional licensure and certification first-time pass rates. Several committee members were concerned about institutions that were not achieving benchmarks or that were experiencing a decline in passage rates for two years in a row. In response to this discussion, Chair Cerio directed Board staff to develop a framework for an improvement plan for those institutions not within five points of the national or state benchmark. He stated that the framework required institutions to provide information on short-term improvements for students currently enrolled, additional exam and student outcomes, admission requirements, curriculum, student progression, faculty support, accreditation, and ways the institution has worked with other System institutions on best practices to improve rates. He added that those institutions that experienced a decline two years in a row, provided a written update to the Board office and that these responses were included in the meeting materials.

Chair Cerio noted that Florida Agricultural and Mechanical University (FAMU) missed exam benchmarks by more than five percentage points for nursing, law, pharmacy, and physical therapy. Chair Cerio recognized Dr. Maurice Edington, Provost and Vice President for Academic Affairs at FAMU, to present the improvement plans for nursing and law. He stated that there would be a presentation on the improvement plans for physical therapy and pharmacy at FAMU in November.

Dr. Edington stated that FAMU has been working over the past year to assess and evaluate the four programs' pass rates, and an internal task force has been established. The first step was to conduct a comprehensive assessment to pinpoint critical areas for improvement. The areas included were admissions criteria, curriculum and assessment, faculty pedagogy, student remediation, and exam preparation. Dr. Edington added that both the law and nursing programs recently hired new deans who have played an integral role in the assessment.

Regarding nursing, Dr. Edington noted the program needed to change the admissions requirements, such as a minimum undergraduate science grade point average and include an admissions exam. These changes will help the university identify and address weaknesses earlier. In terms of curriculum and assessment, Dr. Edington reported that the program has been working to align the curriculum with the NCLEX exam competencies and incorporate more diagnostics in the curriculum. Additionally, the following areas have been reviewed within the nursing program: student progression,

grading scales, program policies and procedures, benchmarks of success, and advising. Dr. Edington then reported that the 2020 first-time pass rates for the second quarter improved by five percentage points. He said these improvements may be a result of some of the changes. Some additional enhancements included faculty development focused on aligning the curriculum with exam competencies, improving exam preparation support, working with the Florida Association of Colleges of Nursing (FACN), and hiring external consultants to evaluate the program. Dr. Edington added that the new Dean of Nursing has been engaging with counterparts in the System and FACN to gain information on best practices.

Regarding accreditation, Dr. Edington reported that the program did not meet the Accreditation Commission for Education in Nursing (ACEN) criterion for licensure exam outcomes. He stated the program had submitted a request for a good cause extension, which will allow the program an opportunity to work towards meeting the licensure exam outcomes by 2022. The program is currently awaiting the formal decision from ACEN.

Chair Cerio asked Dr. Edington if the program had the ability to tailor assistance to individual student needs. Dr. Edington replied that the new dean had implemented some measures such as the admission test to gain diagnostic information on students upon enrollment; however, this is still a major focus for the program.

Governor Levine congratulated Dr. Edington on being the top public Historically Black College and University in the United States. Governor Levine commended the provost on the plan as it identified three important elements, which were student selection, mapping curriculum to the NCLEX, and ongoing assessment. He encouraged the institution to continue to focus on NCLEX mapping.

Board Chair Kitson noted that there is great camaraderie in the System and encouraged continued work with other institutions in the System. Dr. Edington mentioned that colleagues in the System reached out to the new dean before she even started.

Next, Dr. Edington presented the plan for the College of Law. Dr. Edington reported one focus for improvement has been on admissions, specifically reducing the cohort size and focusing on quality. These changes included adjusting admissions requirements, such as increasing the minimum grade point average and LSAT scores. Dr. Edington said there have also been some curriculum revisions, which aligned the program with other programs in the System. One example he provided was moving some of the foundation courses into the first year, which would allow more time to identify deficiencies and develop a plan to address the deficiencies before graduation. Additionally, Dr. Edington mentioned that the college has invested in student support resources and needs to use those resources more effectively.

Dr. Edington reported another area of focus has been on faculty development with an emphasis on pedagogy. Faculty development included looking at ways to enhance diagnostics, assess deficiencies, remediate, and conduct continuous assessment. He added that the college has had conversations with other System institutions, particularly Florida International University (FIU), about culture and expectations, which are

identified as key success measures for FIU. He said FAMU is looking to model those best practices.

Finally, Dr. Edington said the law program had a comprehensive accreditation review last year, and the program was fully compliant. However, he said a change was made in the passage rate standard, and the college is out of compliance with the revised standard.

Chair Cerio thanked Dr. Edington for his time and effort in developing improvement plans. Board Chair Kitson said he is looking forward to the results.

Chair Cerio then reminded the committee that in July, there had been a discussion regarding the need to look into programs whose first-time exam passage rates had declined two years in a row. A request was made for those institutions to provide updates to the committee. He reported the institutions that experienced two consecutive years of declining rates included Florida Atlantic University's nursing program, the University of Florida's dentistry program, the University of South Florida's physical therapy program, and the University of West Florida's nursing program. Chair Cerio stated the university responses were included in the meeting materials and thanked the universities for providing the additional information.

6. University Access Rates

Chair Cerio said the next item on the agenda was to receive an update from Florida State University (FSU) and the University of Florida (UF) on their university's access rates. He reported that at the committee's May 28, 2020 meeting, the committee considered for approval each institution's PBF metrics, and, at that meeting, it was noted that both FSU and the UF had experienced declining university access rates and were below the System's goal of 30%. As a result, Chair Cerio requested that both institutions provide the committee with additional information on this metric.

Chair Cerio recognized Dr. Sallie McRorie, FSU's Provost and Executive Vice President for Academic Affairs, to provide an update on their access rate.

Dr. McRorie stated that FSU was relatively satisfied that it has maintained an access rate at 28% over the last few years; however, FSU would like to have more Pell-eligible students and be closer to or surpass the 30% System goal. Dr. McRorie said FSU has remained proud of the graduation rates for their Pell students. She stated that over 75% of FSU's students come from four hours or more away, and distance has made it challenging to attract Pell-eligible students. The choice to leave family and come to Tallahassee could add \$5,500 to cost of attendance per year, which is a difficult situation for those students. Dr. McRorie went on to say many Pell students have chosen to attend a university close to home so they can save money by living with their families. Additionally, she said, most of FSU's students are full-time students, and Pell students often attend on a part-time basis.

Dr. McRorie then discussed the impact the university's rise in the rankings has had on student eligibility. FSU had over 70,000 applications for a freshman class of 6,200.

This increase in applications meant admissions were increasingly competitive. However, Dr. McRorie said FSU takes a holistic approach for admissions and tries to bring students in who have the ability to succeed. FSU has created a program called the High School Partners Program, where FSU staff and students work with the students, teachers, and administration at the partner schools to ensure the students know what they need to do to prepare for FSU. Dr. McRorie added that FSU has also increased the Partners Promise Scholarship for these students, which may help with the cost of attendance.

Chair Cerio asked to what extent filling out the FAFSA was a barrier. Dr. McRorie stated it was a barrier and that many of the Pell-eligible and first-generation students do not know about the FAFSA. She noted that Louisiana started requiring high school students to fill out the FAFSA, which resulted in a significant increase. Dr. McRorie stated that if Florida took this kind of action, it would increase the number of students filling out the FAFSA and qualifying for financial aid. She said completing the FAFSA is often addressed with the school counselor, but it needs to be more widespread.

Next, Dr. McRorie mentioned the Center for Academic Retention and Enhancement (CARE) Program, which serves 1,500 to 1,800 Pell or first-generation students per year. Dr. McRorie said, as part of the CARE program, FSU brings over 400 students to campus during the summer and right after graduation from high school to introduce them to the opportunities and challenges at the university.

Dr. McRorie said FSU also has the Unconquered Scholars Program for students who have aged out of foster care. She reported that nationally, two to three percent of students who have aged out of foster care achieve a two-year degree, but FSU's Unconquered Scholars have achieved an even higher level in terms of graduation. Dr. McRorie went on to say FSU has been recognized as one of eleven universities in the country who are models for positively impacting first-generation and Pell students. She added that there is more the institution can do, and FSU will continue to work to provide students with the opportunity to succeed.

Governor Edge commented that it appears a lot of Pell-eligible students have a higher grade point average at their high school but may not score as well on the standardized tests. He noted that this is a demonstration of work ethic, which is an incredible measure of success. He asked if there were any recommendations on changes to admissions. Dr. McRorie stated FSU had implemented a new College Board program, which provides the institution with insight into the community from where students graduate. This program allows FSU to look holistically, beyond grades, and this has been where the institution finds some of the first-generation and Pell-eligible students. She mentioned that there is a financial aid team working with these students full-time.

Governor Edge asked if all universities in the System were taking a similar look. Chair Cerio stated that metrics reveal that other System institutions have a higher access rate and are doing an excellent job recruiting Pell students. He stated that as FSU and UF have risen in the rankings, rankings may have indirectly had an adverse impact on the access rate.

Governor Levine inquired about the relationship between the rise in rankings and the cohort of incoming students. Dr. McRorie replied that all of the top universities come to Florida to recruit these students. If a student is well-qualified, does well on a standardized test, and has a high-grade point average, the student can go anywhere.

Chair Cerio thanked Dr. McRorie and recognized Dr. Joe Glover, UF's Provost and Senior Vice President for Academic Affairs. Chair Cerio asked Dr. Glover to describe what UF was currently doing to turn around the declining access rate.

Dr. Glover reported that the Washington Monthly recently published an article that cited UF graduated more Pell students than Stanford, Harvard, MIT, Yale, Princeton, and Duke combined. He added that, historically, many universities did not pay attention to Pell students; however, this was changing because the ranking systems were increasingly placing emphasis on Pell students. As a result, there has been an increase in competition to recruit Pell students.

Dr. Glover noted that UF has a list of recruitment strategies. One strategy is to increase the capacity in the Machen Florida Opportunity Scholars Program from 300 students to 400 students per year. He said that the program is a prime recruiting vehicle because it provides financial aid packages to Pell students. Dr. Glover stated many Pell-eligible students are unfamiliar with higher education and navigating entry into higher education. Therefore, UF is working more directly with high schools, where UF sees an opportunity to recruit students. Dr. Glover said they are partnering with organizations in south Florida and are going into schools to help students fill out the FAFSA. Additionally, he noted UF has waived the application fee and enrollment deposit for Pell-eligible students and offer a \$1,000 welcome grant to help students get started.

In addition to financial difficulties, Dr. Glover noted the challenges associated with UF's location. Pell-eligible students who live in southern Florida must decide if they will incur the additional expenses of moving to Gainesville or choose a university closer to their hometown. Dr. Glover explained that UF is increasingly focused on putting together financial aid packages to serve as a recruiting strategy, especially during COVID. He stated that the institution is motivated to maintain and increase its percentage of Pell students because of the rankings. UF sees the number of Pell students as one of the core values of a public land grant institution. Dr. Glover stated UF is one of the most highly ranked universities in the nation in terms of graduating Pell students, with one of the smallest gaps in graduation rate between the general cohort and the graduation rate for the Pell students. Dr. Glover concluded by reporting UF does well with Pell student enrollment, graduation, and entry into the workforce.

Governor Schneider asked about the strategies in place to ensure Pell students are successful once they are admitted. Dr. Glover replied that UF's gap between Pell students and the general cohort was four percentage points, which is one of the lowest in the nation. He noted that to improve its fourth- and fifth-year graduation rates for all students, UF has implemented several programs specifically targeting individual students. Dr. Glover said there was now free tutoring available to all students. During their senior year, students are assigned an individual coach who discusses student

progress and barriers as they approach graduation. He added that students with relatively small financial problems, \$300, \$500, or \$700, will often drop out of school. To address this issue, UF created the Aid-A-Gator program, which provided emergency grant funds to those students so they may return and stay in school. Dr. Glover concluded by stating the efforts must be targeted to each student, and UF offers various programs with a large staff paying attention to individual problems.

Dr. McRorie commented that FSU has a similar program to Aid-A-Gator and has found it is helpful to those students who have become overwhelmed. She stated FSU is paying attention to each student and ensuring students have support.

Chair Cerio thanked Dr. Glover and Dr. McRorie and said he hopes the number of Pell students will increase.

7. 2020-21 Legislative Budget Requests: Universities of Distinction and Preeminence/National Rankings

Chair Cerio stated that the final item on the agenda was to consider approval of the 2021-2022 Legislative Budget Requests. He said that at the August 29, 2019 committee meeting, the Board of Governors established a framework for funding System initiatives, which consisted of three pillars including PBF, Universities of Distinction, and Preeminence/National Rankings.

Chair Cerio stated that the Universities of Distinction pillar was designed to support initiatives from the nine non-preeminent institutions in the System, identifying a program or program area that was a core competence capable of reaching national or state excellence. He also noted that the Preeminence/National Rankings Pillar was designed to support initiatives by the three preeminent institutions in the System.

Chair Cerio then recognized Ms. Emily Sikes, Assistant Vice Chancellor for Strategic Initiatives and Economic Development, to provide a high-level overview of the 2021-2022 legislative budget requests.

Ms. Sikes began the presentation with a recap of the 2020 funds allocated by the Legislature for the Universities of Distinction, with \$3 million to support Florida Gulf Coast University's (FGCU) Water School and \$6 million for the University of North Florida's (UNF) Mednexus initiative. She added that the Legislature provided \$15 million each to FSU and UF for Preeminence/National Rankings.

Ms. Sikes reported that each legislative budget request appeared in the meeting materials. At this time, eight of the nine non-preeminent universities submitted a request for the Universities of Distinction. She stated that the Board staff reviewed all of the requests, and they were similar to the requests presented on October 3, 2019.

Ms. Sikes began by providing overviews of each proposal. Florida Agricultural and Mechanical University (FAMU) requested \$6 million to support nine faculty FTE and nine staff FTE for improving 21st Century Health and Wellness. FAMU's proposal

focused on improving public health and health administration programs and expanding partnerships with Florida counties to address environmental health concerns.

Ms. Sikes reported Florida Atlantic University (FAU) requested \$11.25 million for the Applied Artificial Intelligence and Big Analytics Program. FAU's proposal would support the hiring of 12 faculty FTE and four staff FTE. Also, she stated the funds would allow for recruiting graduate students, expanding curricular offerings, and increasing research productivity and scholarly output.

Ms. Sikes reported that Florida International University (FIU) requested \$15.15 million for their Environmental Resilience Program. The funds would support 51 faculty FTE and ten staff FTE. She stated the request focused on improving the reputation of academic programs, coordinating current research efforts, and expanding the ability to monitor water quality.

Ms. Sikes reported Florida Polytechnic University submitted a request for \$3 million to support five faculty FTE and six staff FTE to implement a civil engineering degree program and help fund student success initiatives.

Ms. Sikes reported that the University of Central Florida submitted a request for \$21.4 million to support 64 faculty FTE and 16 staff FTE, focused on engineering and computer science. She stated that the goal is to increase the capacity of programs that recruit, sustain, and graduate high rates of STEM students. Ms. Sikes said an additional initiative is to fund faculty start-up packages, upgrade laboratory equipment, and hire additional staff to support research.

Ms. Sikes reported that the University of West Florida requested \$15.28 million to create the Department of Cybersecurity with interdisciplinary faculty. The funds would support 29 faculty FTE and 18 staff FTE, which would allow the institution to develop cyber-physical systems and cyber forensics labs.

Ms. Sikes then reviewed the two programs that submitted year two requests. Ms. Sikes reported that Florida Gulf Coast University (FGCU) requested \$4 million to continue to support the Water School through the addition of 15 faculty FTE and 5 staff FTE. FGCU planned to expand community outreach and implement freshman orientation and sophomore retention programs specific to the Water School.

Next Ms. Sikes reported that the University of Florida requested \$6 million, which would be focused on increasing faculty and building a 3D printing lab. The funds would support 14 faculty FTE and 3 staff FTE.

Governor Lamb commented on the amount of staff. He encouraged the committee to focus on which areas would result in the highest amount of return. Board Chair Kitson agreed and requested Board staff to ensure the requested funds are spent appropriately and that the funding for staff is appropriate.

Ms. Sikes stated the total amount requested under Universities of Distinction for 2021-2022 was \$82.1 million, supporting an additional 199 faculty FTE and 71 staff FTE.

Next, Ms. Sikes provided an overview of the requests for Preeminence/National Rankings. She noted that each institution provided a crosswalk that demonstrated how initiatives related to national rankings. Ms. Sikes said the University of South Florida requested \$50 million to support initiatives designed to reduce the student-to-faculty ratio, improve faculty compensation, R&D funding, and undergraduate recruitment and student support services. The funds would support 175 faculty FTE and 25 staff FTE. She added that this year's request was similar to the request submitted last year.

Ms. Sikes reported that FSU requested \$45 million for Preeminence/National Rankings Enhancements. The funds would support 102 faculty FTE and 62 staff FTE and would focus on improving the infrastructure to support STEM and health faculty and improve transfer student success.

Ms. Sikes reported that UF requested \$20 million, which would support 100 faculty FTE and 20 staff FTE, increasing total research expenditures, and creating a new artificial intelligence technology center.

Ms. Sikes concluded her presentation by reporting the Universities of Distinction pillar requests totaled \$82.1 million to support 199 faculty FTE and 71 staff FTE. The Preeminence/National Ranking pillar requests totaled \$115 million to support 377 faculty FTE and 107 staff FTE.

Chair Cerio thanked Ms. Sikes for the presentation.

Chair Cerio then asked for a motion to recommend the 2021-2022 Legislative Budget Requests as qualifying as either Universities of Distinction or Preeminence/National Rankings proposals to the Budget and Finance Committee, excluding those sections of the request that require any additional regulatory or procedural review or approval pursuant to law or Board regulations, and defer any action on the amount of funding requested to that committee. Governor Jordan moved to approve, Governor Levine seconded the motion, and the motion carried unanimously.

8. Concluding Remarks and Adjournment

Having no further business, Chair Cerio adjourned the meeting at 10:37 a.m.

Timothy Cerio, Chair

Lynn Nelson, Ed.D.
Director, Student Affairs