

MINUTES STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
VIDEO CONFERENCE CALL
May 28, 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 May 28, 2020, at 1:01 p.m. with the following members present: Governors Levine, Felton, Frost, Huizenga, Jordan, Lamb, and Scott. A quorum was established.

2. 2020 Accountability Plan, Performance Based Funding Data Summary

Chair Cerio announced that the first item on the agenda was to consider approval of the performance based funding section of the 2020 University Accountability Plans. He noted that the Committee would only be hearing this section of the accountability plans because this data is used to allocate performance based funding. The Committee would hear additional sections of the university accountability plans at its next meeting. Chair Cerio directed the attention of the Committee to a table, which detailed all twelve institutions' performance on the ten performance based funding metrics. Chair Cerio clarified that although Florida Polytechnic is not yet eligible for performance based funding, this is the first year for which Florida Polytechnic has data for all ten metrics. He added that Florida Polytechnic would participate in performance based funding next year.

Chair Cerio shared a few highlights of the System's performance overall, noting that specific System averages would be provided at a future meeting. He noted that this is the first year all System institutions improved their performance on metric one, which was the percentage of bachelor's graduates working or continuing their education one year after graduation. Additionally, for the first year as well, all institutions showed improvement on metric two, the median wages of bachelor's degree graduates. The System average increased by 4% and is currently just under \$40,000 per year. Chair Cerio also highlighted the System's improvement on the average cost of a bachelor's degree, with all institutions lowering their cost of attendance while meeting and exceeding their approved goals for the second year in a row. He added that over the last five years, the average cost to the degree across the System has decreased by 60%. The System's average is just below \$6,000 per degree. He added that the year-over-year decreases are due in part to students completing their degrees with fewer additional excess credits and increases in financial aid, especially the state's Bright Futures funding. Also, 11 institutions improved their four-year graduation rates, metric four, with nine institutions meeting or exceeding their goals. These improvements elevated the System's four-year graduation rate to 55%. Lastly, all institutions met their

goals for the percent of degrees awarded without excess hours, or metric nine. Chair Cerio commended the institutions for their success.

Chair Cerio explained that in light of the remote meeting, Dr. Christy England, Vice Chancellor for Academic and Student Affairs, would provide a summary of the institutions' performance to date on the performance based funding metrics. He added that representatives from all 12 institutions would be available to answer questions. Chair Cerio then recognized Dr. England.

Dr. England began the presentation by reminding the Committee that the ten performance based funding metrics are only a small portion of the information contained in the university accountability plans. Information on System's performance and individual institution's performance on the remaining strategic plan metrics and the preeminence metrics, along with proposed academic programs, enrollment data, and updates on the four-year graduation rate improvement plans, will be presented in July. She added that the Committee would not be reviewing out-year goals during this meeting or the July meeting due to the unknown impact of the coronavirus on institutions' plans and metrics. Additionally, information on performance based funding points and funding allocation would be presented at the Budget Committee meeting, which would follow the Strategic Planning Committee meeting.

Dr. England reminded the Committee that the current presentation and the presentation in July replace two days of presentations where each institution reviews its performance and proposes future goals. She explained that her presentation would review all institutions' historical and current performance on each metric, noting if each institution met its approved goal and each institution's year-over-year change. She added that Florida Polytechnic University, being the System's newest institution, may only have a year or two of data. Dr. England also thanked Ms. Emily Sikes, the Assistant Vice Chancellor of Strategic Initiatives & Economic Development, and Mr. Jason Jones, Chief Data Officer, for their assistance in developing the presentation.

Dr. England then provided data on all System institutions' performance on metric one, which is the percentage of bachelor's degree graduates earning at least \$25,000 in the first year after graduation or continuing their education. She noted that the System's 2025 Strategic Plan goal is to have 80% of bachelor's graduates meeting this metric the first year after graduation. For the first time, all 12 institutions improved on this metric, with eight of the 12 institutions achieving their approved goals. Dr. England recognized Florida Gulf Coast University, the University of Florida, the University of North Florida, and the University of South Florida as they have each improved on this metric each year for the last five years.

Next, Dr. England provided data on institutions' performance on the second metric, which measures the median wages of bachelor's degree graduates for those employed full-time one year after graduating. Dr. England reminded the Committee that the Board added this metric to the Board's strategic plan last year with a System goal to reach \$43,200 by 2025. Dr. England noted that for the first time, all institutions improved on this metric, with seven institutions meeting their approved goal. She added that Florida

State University, the University of Florida, and the University of North Florida have improved on this metric every year for the last five years. Board staff is continuing to work on an in-depth study of wages using data one, five, and ten years after graduation. The results of this study will be presented at a later meeting.

Dr. England then provided data on institutions' performance on metric three, which is the average cost to the student of a 120-hour bachelor's degree program. For the second year in a row, the average cost of a bachelor's degree decreased for all 12 institutions, and all 12 institutions exceeded their approved goals. She added that ten institutions have an average cost below \$10,000 and three institutions where the average amount of financial aid provided covers more than tuition, fees, and books. Over the last five years, the average cost of a degree for System institutions has decreased by 60%. These decreases are due to students completing their degree with fewer excess credits and increases in financial aid by both the institutions and the state's Bright Futures program.

Governor Lamb commended all institutions on their efforts to lower the cost of a bachelor's degree. He added that the improved performance on this metric while continuing to provide quality education, demonstrates the value the System creates for the state. He acknowledged the improvement on this metric has also been due to the continued support by the Governor and the legislature.

Next, Dr. England provided information on institutions' performance on metric four, the four-year graduation rates for first-time-in-college students. She reminded the Committee that last fall, the Board increased the strategic plan goal for this metric to 65% by 2025. Dr. England noted that the University of Florida and Florida State University have already exceeded the Board's 2025 Strategic Plan goal. She reported that 11 institutions improved their performance on this metric, and seven institutions met their approved goals. Those institutions with the largest year-over-year-growth were Florida Agricultural and Mechanical University, Florida Gulf Coast University, and the University of North Florida. Dr. England highlighted that the University of Florida's 3.6% percentage point growth from 67.3% to 70.9% was one of the most impressive increases, as the higher the rate is, the more difficult it is to increase the rate. Lastly, eight institutions have improved on this metric each year for the last five years. She expressed that these changes are a testament to the effectiveness of performance based funding and its impact on improving student outcomes within the System.

Board Chair Kitson said these improvements were great to see as it translates directly to student success. He congratulated the institutions for their hard work.

Dr. England then reviewed institutions' performance on metric five, the academic progress rate. She explained that the academic progress rate is the percentage of first-time freshmen who completed their freshman year with a grade point average of 2.0 or higher and who reenrolled the following fall. She added that this metric is an important student success indicator and that the System's 2025 Strategic Plan's goal was an academic progress rate of 90%. Ten institutions improved their performance on metric 5; however, only New College, the University of Central Florida, and the University of

North Florida met their approved goals. She explained that the other institutions came close to achieving their goals, and some goals were ambitious. She added that Florida International University, the University of North Florida, the University of South Florida, and the University of West Florida have improved on this metric each year for the last five years. The University of West Florida has improved its academic progress rate by 15 percentage points over the last five years.

Governor Levine commented that it was great to see Florida Agricultural and Mechanical University's improvement on the four-year graduation rate and the academic progress rate. He noted that while the academic progress rate did improve, it was still short of the goal by 12%. Governor Levine asked the President of Florida Agricultural and Mechanical University, Dr. Larry Robinson, for his perspective of the barriers and if Florida Agricultural and Mechanical University has enough momentum to reach the goal in the next year.

President Robinson mentioned he was pleased with the progress that Florida Agricultural and Mechanical University has made on this metric. He stated that as the school garners additional resources, the school will continue to see improvements. The institution has focused on improving its incoming student profile and investing resources on what freshmen need as they enter the institution.

Chair Cerio noted that the University of Central Florida has performed well on this metric over the last few years and has surpassed 90%. He asked the institution to identify initiatives that were key drivers in improving the academic progress rate.

The President of the University of Central Florida, Dr. Alexander Cartwright, stated that an intentional focus over multiple years on academic progress rate and bringing together teams across the institution had helped progress on this metric. The institution's goal is to make the experience more personal through various means of communication with students, including phone calls, text messages, and other forms of marketing communication.

Dr. England then presented information on the sixth performance based funding metric, which measures the percent of bachelor's degrees awarded within Programs of Strategic Emphasis. She noted that the Board's 2025 System Strategic Plan calls for 50% of bachelor's degrees should be awarded in Programs of Strategic Emphasis. This year, nine institutions were at or above the strategic plan goal, and three institutions were close to the goal. In terms of performance, seven institutions met their approved goals. She added that the University of North Florida and the University of South Florida had improved their performance on this metric every year for the last five years.

Governor Felton inquired about Florida International University's decline on this metric and asked the institution for insight. The Provost of Florida International University (FIU), Dr. Kenneth Furton, explained that one of the ways the institution has been able to reduce excess hours and decrease time-to-degree is by offering interdisciplinary degree programs that are not included in Programs of Strategic Emphasis. Dr. Furton also noted that FIU has added new interdisciplinary degrees such as a Bachelor of Arts

in Natural and Applied Sciences and a Bachelor of Arts in Biology. These degrees are in strategic areas, but also offer students some flexibility in completing coursework. These new additions, along with other interdisciplinary degree options in STEM fields, will increase the institution's performance on this metric.

Chair Cerio noted that the University of Central Florida missed its goals on both the bachelor and graduate degrees awarded in Programs of Strategic Emphasis. He asked about the institution's plans to increase these numbers in the future.

President Cartwright explained that the institution did miss both goals, but the total number of bachelor's degrees increased by 261. During the 2017-2018 academic year, the institution produced over 7,000 bachelor's degrees in Programs of Strategic Emphasis. He added that the institution continues to be the number one supplier of graduates to aerospace and defense industries for the fourth year in a row. The institution will continue to focus on how to encourage students to move into Programs of Strategic Emphasis. In terms of graduate degrees, President Cartwright explained that there are early indicators that more students are moving into Programs of Strategic Emphasis and expect the percentage of graduate degrees to increase in the future. Chair Cerio asked if the institution was comfortable keeping the current goals. President Cartwright responded that the institution would like to keep its out-year goals, and he believed the institution would be able to meet goals in the future.

Next, Dr. England provided data on institutions' performance on metric seven, which measures the percent of undergraduates with a Pell Grant during the fall term, or the university access rate. She explained that metric seven differs from the other nine performance based funding metrics because it does not measure outcomes but ensures that the System maintains its commitment to providing access to low-income students. She added that the Board's 2025 System Strategic Plan's goal is for the access rate at all institutions to be above 30%. This year, nine institutions met or exceeded the strategic plan goal of 30%, and the other three institutions are close to the goal. She highlighted Florida Agricultural and Mechanical University who had the highest access rate of 64.3%. While the access rate at 11 institutions decreased by less than 2%, the University of North Florida increased their access rate. She added that it's vital to monitor metric seven closely to ensure the commitment to access is preserved and that declines do not become long-term trends.

Chair Cerio noted that both Florida State University and the University of Florida were under the 30% goal, and this decline appears to be a trend. He asked the institutions what would be possible causes of the decline and what the institutions were doing to reverse these trends. President of the University of Florida, Dr. Kent Fuchs, said that both institutions are fighting a national trend where there is a perception that low-income students would not get accepted at highly ranked institutions. Additionally, higher-income students are more likely to apply to higher-ranking schools. He added that the percentage of Pell students is higher than all but one of the institutions that are ranked above the University of Florida. The institution is trying to be strategic by targeting high-quality students worthy of Pell grants, improving Pell student enrollment, and improving Pell student retention.

Dr. England then provided data on performance based funding metric eight. She explained that there are two measures for metric eight. Ten of the System's institutions measure the percent of graduate degrees awarded within Programs of Strategic Emphasis. The Board's 2025 System Strategic Plan has a goal of 60%. Of the ten institutions, six improved on this metric, and the University of West Florida had the largest improvement of 4.3 percentage points. The University of West Florida is the only institution to improve on this metric every year for the last five years. This year Florida Atlantic University, Florida Gulf Coast University, Florida International University, and the University of West Florida all met their approved goals.

Dr. England explained that since New College of Florida's and Florida Polytechnic University's graduate programs do not yet produce 25 graduate degrees annually, these two institutions use an alternative measure for metric eight. Because of both institutions' unique mission, which focuses on selectivity, their performance based funding metric eight measures the percent of first-year students in the top 10% of their high school graduating class. She added that the Board's 2025 System Strategic Plan's goal is to have 50% of freshmen be in the top 10% of their high school classes. Florida Polytechnic University did reach its goal of 22%. New College of Florida did not meet its goal, and this institution has experienced a decline in the last few years, with a sharp decline occurring this last year.

Next, Dr. England provided data on each institution's performance on the Board of Governors' choice metric, metric nine, which is the percentage of bachelor's degrees awarded without excess hours. The Board's 2025 Strategic Plan's goal is to have 80% of students graduating without excess hours. This year, all institutions met their approved goals, and ten institutions improved on this metric. The three institutions with the largest year-over-year growth were New College, the University of South Florida, and Florida International University. She added that for each year over the past five years, Florida Agricultural and Mechanical University, Florida International University, Florida State University, New College of Florida, the University of Florida, and the University of South Florida have improved on this metric.

Lastly, Dr. England provided data on each institution's performance on metric ten. This metric is different for each institution as it is the Board of Trustees' choice metric. Last year, seven institutions met their approved goals for this metric. Since Florida Polytechnic University's Board of Trustees metric was chosen after its 2019 accountability plan was approved, data on the institution's performance was not available.

Dr. England ended her presentation by directing the Board's attention to the table Chair Cerio reviewed at the start of the meeting. She added that Board staff would provide additional performance data in July. The presentation in July will focus on the remaining strategic plan metrics and preeminence metrics, along with proposed academic programs, enrollment data, and updates on the four-year graduation rate improvement plans. She added that Board staff would continue to work with Board Chair Kitson, Strategic Planning Committee Chair Cerio, Chancellor Criser, and the

institutions regarding the short-term plans and the out-year goals for all metrics and enrollment.

Governor Levine moved to approve the information presented in the performance based funding metric section of each 2020 university accountability plan, excluding the out-year portions of this section, Governor Jordan seconded, and the motion passed unanimously.

3. Concluding Remarks and Adjournment

Chair Cerio commended the staff at each institution for preparing the annual accountability plan and supporting student success. At the July meeting, the Committee will hear a presentation on institutions' accomplishments on key performance indicators, progress on the four-year graduation rate improvement plans, enrollment, proposed academic programs, and an update on the preeminence metrics for the three preeminent universities. Following July's meeting, the Strategic Planning Committee will work closely with the Board Chair, the Chancellor, and university leadership to determine the next steps regarding the goals for each metric and the remaining narrative portions of the plans.

Having no further business, Chair Cerio adjourned the meeting at 1:49 p.m.

Timothy Cerio, Chair

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