

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA GULF COAST UNIVERSITY
FORT MYERS, FLORIDA
SEPTEMBER 12, 2012

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

1. Call to Order and Opening Remarks

Governor Caruncho convened the meeting of the Strategic Planning Committee at 2:04 p.m. Governors Chopra, Colson, Frost, Perez, and Webster were also present, and a quorum was established. Governor Caruncho welcomed new Committee members Chopra and Webster.

2. Approval of Minutes from June 19-20, 2012

A motion was made by Governor Perez that the Committee approve the minutes of the Committee's meeting held June 19-20, 2012 as presented. The motion was seconded by Governor Colson, and the motion carried unanimously.

3. Further Consideration of University 2012-13 Work Plans

Governor Caruncho indicated that this item should be considered in two parts. First, subsequent to its June 2012 meeting, the Committee asked Board staff to identify the most important system-wide issues in the Work Plans and, in that process, staff was also directed to compile institution-specific issues so that they could inform and direct the submission of next year's Work Plans. Secondly, after Florida Agricultural and Mechanical University's (FAMU) Work Plan presentation at the June meeting, the University was directed to make a presentation in September with specific detail as to how it planned to improve retention and graduation rates, and to decrease levels of student indebtedness.

Governor Caruncho called on Vice Chancellor Ignash to make a brief presentation on the key systemic as well as institution-specific issues identified by Board staff subsequent to this year's Work Plan submissions and presentations.

Dr. Ignash identified key systemic issues that appeared to be impacting the State University System. These included improving retention and graduation rates; increasing STEM degree production; reducing academic program duplication; reducing student debt; and, as a sub-issue of student debt, the acquisition by students of excess hours to degree.

With regard to improving retention and graduation rates, Dr. Ignash indicated that six institutions were asked to provide more specific information with regard to improving retention/graduation rates. She said that these institutions had provided multifaceted strategies for addressing this issue. These strategies included academic mapping, improved advising and counseling, the addition of faculty, the implementation of first-year experience courses, and other national best practices.

With regard to increasing STEM degree production, Dr. Ignash indicated that four institutions were asked to provide more specific information with regard to improving STEM production but that the identification of these institutions should not be interpreted to mean that other SUS institutions should not also work to increase STEM production. Dr. Ignash said that exactly how many more STEM graduates Florida needs, and in what specific subdisciplines of STEM, is still unclear. Dr. Ignash indicated that the Board's Commission on Florida Higher Education Access and Degree Attainment should provide clarity as it works to project degree growth needed in Florida in specific job-related fields and geographic locations.

With regard to reducing student debt, Dr. Ignash said that only FAMU was asked to provide more specific information with regard to reducing student debt but that this should not be interpreted to mean that other SUS institutions do not also struggle with student debt. Dr. Ignash indicated that FAMU's response to this issue was thoughtful, multifaceted, and founded on the assumption that increasing graduation rates is the best strategy of all for reducing student debt. Dr. Ignash said that the combination of reduced state support and increasing tuition has vaulted affordability/student debt to one of higher education's most pressing challenges.

With regard to academic program duplication, Dr. Ignash said that, subsequent to the Committee's June 2012 meeting, five institutions have withdrawn thirteen potential new programs, and that several others are reconsidering the viability of additional programs. Dr. Ignash indicated that the Council of Academic Vice Presidents was currently conducting an academic coordination exercise. Finally, Dr. Ignash noted the necessity of some program duplication based on workforce demand, STEM degree production, and rounding out institutional missions.

With regard to excess hours as a sub-issue of student debt, Dr. Ignash indicated that this issue has the potential of increasing costs to students which, in turn, could affect

student debt and retention/graduation rates. Dr. Ignash recommended that the Board of Governors continue to explore this issue throughout the year.

Governor Caruncho then called on FAMU's Dr. Larry Robinson Interim President, to present the Florida Agricultural and Mechanical University Addendum to its 2012-13 Work Plan. Dr. Robinson's presentation contained the following highlights:

- The top priority is clearly student retention and graduation rates. Seventy percent of tuition differential funds will support undergraduate academic enhancement. FAMU will use 30% of the tuition differential funds to address student debt.
- The plan indicated a dramatic reduction of profile admits to the University so that no more than 25% of first-time freshmen are admitted in Fall 2013 as profile admits. Other measures targeting student success are being implemented as follows:
 - Diagnostic testing is conducted on all incoming students and used for placement and academic planning.
 - Students who need remediation must enroll in remedial classes.
 - Students needing remediation will be provided with a more individualized program of study.
 - FAMU will continue its intrusive advising and counseling model with profile admits as they progress to upper levels. All profile admits will adhere to an academic plan to graduate.
 - A summer Freshman Studies Program for profile admits provides students with a head-start to improve reading, writing and math skills.
- A strong focus is being placed on student retention and graduation rates as the top priority.
 - Eleven new advisors, funded by tuition differential, will be added to the current staff of 15 full-time and 8 part-time advisors to decrease student/advisor ratios and to better employ an "Intrusive Academic Advising Model." Intrusive advising models have yielded excellent results nationally.
 - Ten additional tutors will be hired for Fall 2012, 6 in English and 4 in Math.
 - Twenty new, full-time, tenure-track faculty will be hired to teach an additional 80 course sections in core academic areas (math, English, chemistry, biology, and criminal justice) by the start of this academic year. This will reduce bottlenecks in key courses and will also reduce the number of adjunct faculty who teach these courses.
 - A new online Academic Mapping/Academic Advisement Module will track student progress in their classes and determine what requirements

are still outstanding. Academic Mapping has a proven track record in promoting student success. An advisor will be assigned to every student.

- A new Grades First Early Alert System will track student class attendance and student performance. Freshman students who are absent receive notices from their advisors via e-mail, text, telephone or Facebook. The system also tracks whether students keep advising and tutoring appointments, and faculty are able to log onto the system to view student progress.
 - Under the “Academic Success Program” umbrella, new students will be oriented to the campus and receive information about the surrounding area, public transportation, financial aid, campus safety, and conflict resolution.
 - The University anticipates that 90% of FTIC students will have declared a major by the end of Spring term.
 - The Office of Student Retention, established in 2010, has developed a First Year Experience course to assist students with the academic, social and financial transition to college, which will be mandatory for all incoming freshmen not enrolled in professional programs. The course pilot in 2011-12 showed that students who took the course had higher GPAs than those who didn’t take the course.
 - Ten hours each week of mandatory tutorial hours are required for at-risk students.
 - Additional supplementary instruction will be mandatory for key academic disciplines in STEM.
 - Academic Success courses in study skills and career development will be developed for at-risk students.
 - Title III grant funding is being used to redesign and enhance core STEM courses to improve student success rates.
- A plan to target initiatives to decrease student debt is clearly described.
 - Two new student debt counselors will be hired to offer mandatory debt management workshops.
 - The University will increase need-based student financial awards to an additional 328 students over 2011-12 levels.
 - The University’s goal is to see a decline in student debt by 2015, and to ultimately reduce student debt to the national average for students in FAMU’s average income bracket. Approximately 79% of FAMU’s students report family income below \$60,000.
 - FAMU will increase communications with students – and parents – about debt management and financial literacy. Financial management is incorporated into the mandatory First Year Experience course.

Governors Caruncho and Carter commended the University on the thoughtfulness and comprehensive nature of the Addendum. A motion was made by Governor Colson and seconded by Governor Perez to accept the University's Addendum to its 2012-13 University Work Plan. The motion carried unanimously.

4. Next Steps and Closing Remarks

Governor Caruncho noted that this is the third year that universities have presented their annual Work Plans to the Board and the first year in which there had been substantive discussion at a follow-up meeting concerning the longer-term planning portion of the Work Plans. Governor Caruncho indicated that the institutions of the State University System were working together to promote excellence and productivity in teaching, research, and community engagement and that it was important for the Committee to continue discussion about both system-level issues and institutional-level plans. Governor Caruncho noted that the State University System's strength was in recognizing each institution's distinctive mission and contribution to the whole. Finally, Governor Caruncho expressed his appreciation for all the good work that has gone into the universities' Work Plans.

Having no further business, a motion was made, seconded, and unanimously carried to adjourn the meeting on September 12, 2012 at 3:12 p.m.