

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF FLORIDA
GAINESVILLE, FLORIDA
September 2, 2015

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

1. Call to Order and Opening Remarks

Governor Dick Beard convened the meeting of the Strategic Planning Committee at 2:14 p.m. on September 2, 2015 with the following members present: Patricia Frost (by telephone), Ned Lautenbach, Ed Morton, and Katherine Robinson. A quorum was established. Other Board members present were Governors Mori Hosseini, Matt Carter, Tonnette Graham, Wayne Huizenga, Tom Kuntz, Alan Levine, Wendy Link, Pam Stewart, and Norm Tripp.

2. Approval of Committee Minutes, June 16-17, 2015

Governor Beard called for a motion to approve the minutes from the Committee's June 16-17, 2015 meeting. A motion was made by Governor Morton, seconded by Governor Link, and the motion carried unanimously.

3. University Work Plan Follow-up:
Florida Agricultural and Mechanical University 2015 Work Plan and
Florida Agricultural and Mechanical University Plan to Improve Graduation
Rates and Employability of Graduates

Governor Beard said that the next agenda item was with regard to Florida Agricultural and Mechanical University (FAMU) and that it involved two separate but related issues, both of which would be for approval. In the interest of efficiency, Governor Beard asked President Mangum to address both items during her presentation, after which the Committee would vote on the issues separately.

With respect to FAMU's 2015-16 Work Plan, Governor Beard said that, at the Committee's June 16-17, 2015 meeting, the 2015 Work Plans had been considered. At that time, concerns were expressed that the FAMU Work Plan was demonstrating

incremental rather than transformative change. The University was subsequently directed to return to the Committee in September with a revised Work Plan for the Committee to consider recommending to the full Board of Governors.

Governor Beard stated that the second issue having to do with this agenda item was with regard to a specific legislative appropriation. In 2015, the Legislature provided \$1,000,000 via Specific Appropriation 138 to FAMU to implement a plan to improve graduation rates and employability of graduates. The Specific Appropriation indicated that Board of Governors approval of the plan was required.

Governor Beard called on President Mangum to make a presentation with regard to changes that had been made to the 2015 Work Plan, approved on August 17, 2015 by the FAMU Board of Trustees, and to also discuss how the University planned to use the \$1,000,000 dollars associated with Specific Appropriation 138.

President Mangum said that the University's goal was for FAMU to reach the same level of performance on metric indicators similar to the median of other State University System institutions by 2021. She said that this would involve addressing student debt, increasing student advising, and increasing the availability of student internships. She noted that the number of Academic Opportunity Scholars, which the Board refers to as profile admit students, was being reduced and would be further reduced. She said, further, that the revised Work Plan reflected a reassessment of student success goals, enrollment growth goals, strategies for improving licensure pass rates, and new program implementation. President Mangum indicated that the University would see modest enrollment growth through 2017, that profile admits would decrease from 30% to 20% by 2017, and that the number of transfers from the Florida College System and the number of international students would increase.

Governor Hosseini noted that 61% of FAMU students were not graduating in six years, and that FAMU received almost twice the state funding per full-time equivalent student as other institutions. President Mangum was asked whether new resources would be needed to reach the revised Work Plan goals, and she indicated that \$15,000,000 of new dollars would be needed. Governor Hosseini noted that the University of West Florida and Florida Atlantic University had been able to raise their graduation rates, and that this had been accomplished when dollars were taken away from those institutions through the performance-based funding model. Gov. Link noted that the Board did not approve other universities' work plans contingent upon funding and that she was uncomfortable if that were the case for FAMU. Gov. Link asked whether FAMU intended to achieve the goals in their revised Work Plan without additional funding and Pres. Mangum responded affirmatively.

Governor Beard asked for a motion to approve the 2015-2016 portion of the 2015 FAMU Work Plan, excluding those sections of the Work Plan that required any additional

regulatory or procedural review or approval pursuant to law or Board regulations, and that the Committee accept the out-year portions of the Work Plan. A motion was made by Governor Frost, seconded by Governor Robinson, and the Committee approved the motion unanimously. Governor Beard then called for a motion to approve the plan provided by FAMU to improve graduation rates and employability of graduates and, in so doing, approve the allocation of \$1,000,000 from Specific Appropriation 138 to the University. A motion was made by Governor Frost, seconded by Governor Robinson, and the Committee approved the motion unanimously.

4. State University System Affordability

Governor Beard said that the Committee's last item had to do with State University System Affordability. He said that the Committee had spent a part of its last several meetings discussing the extent to which all students who are qualified and motivated to attend the State University System can afford to do so, taking into account tuition, state appropriations, and financial aid. He noted that the Committee had been exposed to a great deal of state-level and national data, and that the Board was approaching the point where it could begin to think about policy actions that might be taken. Governor Beard called on Chancellor Criser to make a presentation.

Chancellor Criser said that the Board had been carefully considering the cost of an education at State University System institutions. He said that considerations had been given to comparisons with other states and other Florida higher education sectors. He emphasized that, comparing the State University System's population to Florida's college-age population, it appeared that families with incomes between \$40,000 and \$99,000 were underrepresented in the State University System.

Chancellor Criser indicated several focal points in the affordability discussion. The first focal point was time-to-degree and intensity of effort. He noted that the issue of time-to-degree had cost implications, such as housing, that went beyond tuition. He pointed out that undergraduates in the State University System were taking fewer credit hours each term. He also noted that first-time-in-college students who enroll in thirty or more credit hours in their first two semesters are twice as likely to graduate in four years than students who take less than thirty hours. He also stated that policy options with regard to time-to-degree and intensity of effort could include the provision of Bright Futures dollars in the summer, and "Finish in Four" incentives. With regard to other cost-related issues, the Chancellor noted that cost per degree needed to continue to be a focal point and that a careful focus by university boards of trustees as to how and where financial aid dollars were being allocated would also be important.

5. Concluding Remarks and Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 3:52 p.m.

R.E. LeMon,
Associate Vice Chancellor,
Academic and Student Affairs

Dick Beard, Acting Chair